

**A FRAMEWORK FOR ORGANISATIONAL PERFORMANCE IN  
LOCAL GOVERNMENT FOCUSING ON EFFECTIVE LEADERSHIP  
CONSISTENCY: A CASE OF TSHWANE MUNICIPALITY**

**By**

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**Submitted in accordance with the requirements for the degree of**

**DOCTOR OF BUSINESS LEADERSHIP**

**at the**

**UNIVERSITY OF SOUTH AFRICA**

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**YEAR: APRIL 2019**

## DECLARATION

I, **MF MANGANYE**, solemnly declare that, A Framework for Organisational Performance in Local Government Focusing On Effective Leadership Consistency: A Case of Tshwane Municipality is my own work and has not previously been submitted to any institution of higher learning. I further declare that all sources cited or quoted are indicated and acknowledged by means of comprehensive list of references.

A handwritten signature in black ink, appearing to read 'MF Manganye', with a large, stylized flourish extending from the end.

Matshwenyego Frans Manganye

## **DEDICATION**

This study is dedicated to my wife Phumzile Manganye and son Katlego Manganye for the support they have given me throughout my study period. Your support has enabled me to fully concentrate, focus and thereby putting more effort towards my studies until to the tail end, much appreciated. Furthering studies while employed, being a husband and a father is certainly not an easy task. It requires a lot of focus, sacrifice, dedication, hard work and determination. Throughout my studies, I can indeed confirm that there is nothing difficult nor impossible with God Almighty. He has indeed established what we have decreed and confessed unto Him with our mouths. Surely, The Lord has given us the desires of our hearts and made our plans come true. I am deeply indebted to His Everlasting Love, Grace and Mercies. For in Him we live, move and have our being.

## **ACKNOWLEDGEMENTS**

I would like to express my sincere gratitude and appreciation to my supervisor, Prof Noel Ngwenya, my reviewers Prof AA Okharedia, Dr A Feldman, and Dr Medicine Magocha respectively, my Statistician Livhuwani Nedzingahe, my Editor Kgomotso Phyllis Audrey Maaroganye, and everyone (all) who have been involved in this research study for their significant contribution, advice, guidance, and support throughout. I do appreciate all the support and assistance offered and encouragement received from my family and relatives during my study period. All the remarkable efforts and assistance from my colleagues and the Universality of South Africa (UNISA) are highly appreciated. Thanks to UNISA for providing financial assistance in times of need during my study period.

## **ABSTRACT**

Metropolitan Municipalities are faced with myriad complex challenges that affect their effectiveness and efficiency in fulfilling their legislated responsibilities of rendering/providing services to their respective communities and customers. The lack of effective leadership consistency in top and senior management of most Metropolitan Municipalities result to failure and inability for municipalities to achieve their strategic objectives including the realisation of performance. Moreover, the absence of effective leadership consistency manifest in many forms such as inadequate oversight, non-compliance to legislations, failure to meet performance targets, numerous service delivery protests, projects stoppage and disruption, ineffective leadership and unfavourable audit opinions.

The purpose of this study was to evaluate the impact of consistency on effective leadership and its influence in achieving the organisational objectives and the realisation of organisational performance in the Metropolitan Municipalities using City of Tshwane as a case. Furthermore, to develop a framework prescribing how effective leadership consistency should be formed and used to realise performance and achieve strategic objectives in local government. A sequential exploratory mixed method approach was applied in this study. A combination of both quantitative and qualitative methods complemented each other's strengths, and further overcame weaknesses and limitations in collecting the data.

A self-administered Questionnaire was used to collect 177 data with a response rate of 88.5% for the Quantitative data, while face-to-face interviews was used to collect the Qualitative part from 15 respondents. Quantitative techniques namely, Descriptive Statistics was used to analyse the frequency and percentage response of the participants while Inferential Statistics simple t-test was used to assess the difference in participant's responses. Furthermore, Pearson Correlation Coefficient was used to measure the level of association between variables of the study; and Forward Stepwise Regression was applied to assess the relationship between the variables of study.

The study found that consistency of leadership in the organisation is positively correlated with effective leadership; consistency of effective leadership in the

organisation correlates to the achievement of the strategic objectives; and consistency of effective leadership in the organisation correlates to the realisation of performance. Moreover, a framework has been developed prescribing how effective leadership consistency should be used to effect or bring about organisational performance. The research study recommended that consistency of effective leadership at the top and senior management is essential and absolutely necessary, and it should be well-maintained for the realisation of success of the municipalities.

Key words: Consistency; Effective Leadership; Leadership, Local Government, Metropolitan Municipality, Organisation, Performance; Strategic Objectives.

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# **CHAPTER 1**

## **INTRODUCTION AND BACKGROUND OF THE STUDY**

### **1.1 INTRODUCTION OF THE STUDY**

Effective leadership is a topic of great concern to leaders, managers, employees and the general public. Dartey-Baah (2014) argues that effective leadership translates into prudent public policy formulation and implementation, as well as good service delivery, to meet the needs and aspirations of citizens. Similarly, Omoijiade (2015) argues that effective leadership improves corporate governance and enhances corporate performance. Good leadership is essential to local government, municipalities, provincial and national government, government entities, businesses, private sector, non-governmental organisations, countless groups and organisations that are keen on performance and success towards the realisation of strategic objectives, setting and sustaining the trademark of excellence. This is in line with the sentiments of Arnold (2013) in saying that one of the leadership responsibilities amongst others is to create a vision and mission for the organisation, develop and execute strategic plans, define goals, and set objectives aimed at creating excellence through products and services that addresses the needs of the customers and the market. Leadership is the foundation and pillar of every organisation in the sense that the realisation of its vision and mission is reliant on the quality of leadership towards the attainment of its goals and strategic objectives. This enables the planning of all organisational tasks and activities to be executed in line with the developed organisational strategy towards fulfilling its vision and mission.

Many leaders believe that leadership is a major determinant of organisational success, and this belief can be seen in the millions of rands spent annually by different organisations on leadership programmes (Dust, Resick, Margolis, Mawritz, & Greenbaum, 2018; Omoijiade, 2015; Altmae, Turk & Toomet, 2013). In the emerging views of leadership, leaders do not have influence simply because they are 'bosses' or 'commanders', but rather, leaders are people who are committed in creating a world to which people want to belong (Altmae, Turk & Toomet, 2013; Siegel, 2010; McLaurin, 2008; Analoui, Ahmed & Kakabadse, 2010; Verheul and Schaap, 2010). This

commitment demands a special set of models, capabilities and abilities in order to effectively, efficiently and ecologically manifest the visions that guide those committed to success. It involves communication, positive attitude, interaction and managing relationships within the organisation, networking and the social system to move forward one's highest aspirations. Nel (2012) cite guidelines for sound human relations as communication, trust, positive attitude, open-mindedness, appreciation and networking. These guidelines are essential and indeed applicable towards effective leadership including the social system to move forward ones highest aspirations.

The concept and definition of leadership may differ from one person, or a situation to the other (Obiwuru, Okwu, Akpa & Nwankwere, 2011); similarly Dartey-Baah (2015) argues that this concept (leadership) is perhaps one connect in literature that is quite difficult to define due to its dynamic nature. Hence, the word 'leadership' has been used in various aspects of human endeavour such as politics, businesses, academia, religion, social works, et cetera, and it has been described and defined differently by various authors (Obiwuru, Okwu, Akpa & Nwankwere, 2011). Moreover, leadership is identified as an important subject in the field of organisational behaviour; and is the most dynamic effect during individual and organisational interaction (Saasongu, 2015). Previous views about leadership express it as a personal ability (something that is embedded within the individual). Alban-Metcalf and Alimo-Metcalf (2013) describe leadership as a process whereby an individual influence a group of individuals to achieve a common goal. Similarly, Kroon (1990) refers to leadership as the process of influencing a group so that it can be stimulated and persuade others. As such, both (leaders and followers) must have a common understanding while working closely together towards one goal and objective, and that will be yielding to a conducive working and healthy environment and relationship.

Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his/her characteristics and personal abilities, but also on the characteristics of the situation and environment in which he/she finds himself/herself. Likewise, leadership styles should be selected and adapted to fit organisations, situations, groups, and individuals (Velu, Manxhari, Demiri & Jahaj, 2017). Since human beings could become members of an organisation in order to

achieve certain personal and organisational objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Leadership style in the organisation is one of the factors that play a significant role on either enhancing or retarding the interest and commitment of the individuals in the organisation (Yusuf, Muhammed & Kazeem, 2014). That is why Glantz (2002) emphasises the need for leaders to find their leadership style, since that is fundamental in influencing followers to keep following the vision of their leader. Therefore the success of every organisation is dependent on the synergy between its leader and his/her followers.

Furthermore, it must be emphasised that there are distinct differences between leadership and management. Dumitrascu (2014:57) argue that management seeks to ensure the best use of available resources in a specific, operational and strategic context; whereas leadership seeks to identify the best operational and strategic context for the use of available resources. Similarly, Nel (2000) indicates that a leader set the direction and vision of the organisation, look for original solutions, and see a bigger picture and long-term view; whereas managers follow the direction and vision set by the leader, implement solutions, and keep an eye on the bottom line. This clearly demonstrates that there are indeed distinct differences between management and leadership, and as such even the expected outcomes and deliverables of the two are not the same. This distinction is further elaborated by Fugate (2012) when indicating that leaders guide and influence whereas managers organise and execute.

Wadongo and Abdel-Kader (2014:687) define organisational leadership as the roles and processes that “facilitate setting direction, creating alignment and maintaining commitment in groups of people who share common work” to achieve direction, alignment and commitment; and that leadership characteristics include manager’s education and functional training, effective governance and leader’s professionalism and managerial styles and beliefs.

Furthermore, Raelin (2012) argue that a leader is considered to be a person in authority who mobilises the change activity; while Ejere and Abasilim (2013) argue that leadership has been defined as a body of people who lead and direct the activities

of a group towards a shared goal; whereas Muceldili, Turan & Erdil, (2013) argue that leadership is one of the key factors that influences employee creativity and innovation. Tripathi, Prabhakar & Liddle (2015) argue that leadership is the process of influencing the activities of an individual or group in efforts towards achievement of a goal in a given situation. Moreover, Nichols (2016) argues that leadership experience is positively associated with an optimistic view of leadership, and that more experienced leaders are more effective than those with less experience; as leadership can be seen as a complex and detailed process (Mascia, Sartori & Pubel (2013)

When leaders who are professionals in their respective fields (niche area) are involved in the management and leadership of the organisation through the proper application of effective leadership traits, the impact of their achievement is easily noticeable and their success and excellence is explicitly recognised by all. This becomes a dynamic force in most sectors of our economy today, hence the emphasis and fundamentals that effect success and excellence is the distinct application of effective leadership.

The presence of effective leadership enables local government, municipalities, provincial and national government, government entities, businesses, private sector, non-governmental organisations, countless groups and any other organisation to be efficient and effective and thus performing better in achieving their expectations and reaching the set goals and strategic objectives. It is therefore essential and fundamental for every organisation to always practice and exhibit the principles of effective leadership as an architect towards total excellence and ultimate success.

## 1.2 TITLE AND DEFINITIONS

This study is titled “A framework for organisational performance in local government focusing on effective leadership consistency: a case of Tshwane Municipality”. The following definitions will be significant and imperative for this study, and must be interpreted and understood in the context defined below for the intent and purpose of this study and its perspective:

- **Consistency**, for the purpose of this study, the word consistency refers to continuation, and both words can be used interchangeably. It can further be

explained as an act of continuity for a minimum period of ten years or without any change (being permanently appointed) in the same position.

- **Effective leadership**, consist of the application and combination of all principles and traits of leadership for achieving the total success/performance of the organisation. In addition, it consists of attributes such as trust, honesty, loyalty, openness, reliable, professional, experience, knowledge, skills, motivation, determination, commitment, focus, strategic, self-awareness, communication, capacity, integrity, good moral standing and ethics.
- **Good performance**, refers to the achievement of equals to or greater than 90% ( $\geq 90\%$ ) on the financial and non-financial indicators, in the context of local government.
- **Inconsistency**, refers to the direct opposite of consistency.
- **Leadership consistency**, refers to an act of continuing with the same leadership in top and senior management position of the municipality for a minimum period of ten years being in the same position or being appointed permanently in the position.
- **Leadership inconsistency**, refers to the direct opposite of leadership consistency.
- **Objectives**, refer to a goal that is intended to be achieved by the organisation/municipality/municipal entity.
- **Organisation**, for the purpose of this study it refers to an organisation/municipality/municipal entity.
- **Organisational performance**, refers to a performance that is earmarked to be achieved by the organisation/municipality/municipal entity.

- **Performance**, refers to the achievement of the financial and non-financial indicators, in the context of local government. Performance is accomplished through the principles of good governance.
- **Political cycle**, refers to a period in which a certain political party will be in charge of the administration of local government to implement its policies and programmes, and it is usually within a period of five years.
- **Required / excellent performance**, refers to the achievement of 100% performance on the financial and non-financial indicators, in the context of local government (South Africa, 2006).
- **Satisfactory performance**, refers to the achievement of between 80% and 90% on the financial and non-financial indicators, in the context of local government (South Africa, 2011).
- **Strategic objectives**, refer to a long term goals that the organisation would like to achieve within a particular defined period, and are directly linked to the vision and mission of the organisation.
- **Unsatisfactory / poor performance**, refers to the achievement of equals to or less than 80% ( $\leq 80\%$ ) on the financial and non-financial indicators, in the context of local government.

### 1.3 METROPOLITAN MUNICIPALITIES GLOBALLY

The Organisation for Economic Co-operation and Development (OECD) is a unique forum formed in 1948 after the World War II where governments work together to address the economic, social and environmental challenges of globalisation. The OECD is also at the forefront with efforts to understand and to help governments respond to new developments and concerns, such as corporate governance, information on economy and the challenges of ageing population, metropolitan municipalities, et cetera. The organisation provides an environment where

governments can compare policy experiences, seek answers to common problems, identify good practices and work to co-ordinate domestic and international policies (OECD, 2011:2).

The OECD member countries include Australia, Austria, Belgium, Canada, Chile, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom and United States. The European Union takes part in the work of the OECD (OECD, 2011:2). OECD Publishing disseminates widely the results of the organisation's statistics gathering and research on economic, social and environmental issues, as well as the conventions, guidelines and standards agreed to by its members.

According to OECD (2015), local government consist of metropolitan governments in urban areas and municipalities, and that more responsibilities are being transferred from municipalities to metropolitans. Cities increasingly compete with one another and other cities around the world, to attract innovative investments and knowledge activities, and consequently that makes the quality of life in the cities to be a key success factor of competitiveness. Governments must modernise local government in order to improve the level and quality of services across the metropolitan regions, furthermore, the success of the implementation of policies and strategies strongly depends on governance framework (OECD, 2003).

According to OECD, performance contracts have emerged as an innovative tool to improve public sector accountability and performance (OECD, 2006:13). This of course forms one of the initiatives of professionalising local government in ensuring that people employed in leadership positions are execute their duties effectively and efficiently in ensuring that the required services are indeed rendered to the qualifying local communities and the society.

The existing literature on municipalities around the globe has been explored by the researcher, and the most dominating researchers was found to be in countries such

as Brazil and China (Rezende and Garson, 2004; Pasternak and Bogus, 2010; Grewal, Cheng & Rasmussen, 2015; Breeman, 2012; Maundeni, 2004; Akinboade, Mokwena & Kinfack, 2013; Masegare and Ngoepe, 2018; Corin and Bjork, 2016:3). Most of the previous literature on municipalities was found to have been explored in countries such as Brazil, China and Africa, probably perhaps due to their highest number of populations, their experiences and initiatives on municipalities.

### **1.3.1 Brazil Municipalities**

The beautiful South American Country of Brazil is made up of 26 states, over 5 500 municipalities and a Federal District in which the capital city, Brasilia, is located. The states and municipalities of Brazil are divided mainly for geographical and administrative purposes. The regions, on the other hand, are purely geographical, and are characterised as Northern Region, Northeast Region, Central-West Region, Southeast Region and Southern Region ([www.brazil.org.za/states-and-municipalities](http://www.brazil.org.za/states-and-municipalities)).

Municipal administrations are located in a denominated city, which must bear the same name as its municipality. If necessary, one or more municipalities can split or merge together within the same state, as long as they are still under the Federal Constitution with no ulterior motive to rebel. Therefore, no municipalities can join forces to separate themselves from or oppose the state or the union ([www.brazil.org.za/states-and-municipalities](http://www.brazil.org.za/states-and-municipalities)).

The administrations or local governments are autonomous and that grant them a measure of independence from the political regions around them. They can create their own laws (within reason), collect taxes from their residents and receive funds from the state ([www.brazil.org.za/states-and-municipalities](http://www.brazil.org.za/states-and-municipalities)). This structure is further supported by Rezende and Garson (2004) when indicating that Brazilian Municipalities are considered as members of the Federation and are having the same status as the states. They have administrative and political autonomy, and as such they may institute taxes, fees and improvement charges.



Cities in the Southern America experienced an intense reformation especially in the second half of the twentieth century. Brazil has got three large highly populated metropolises which are Sao Paulo, Rio de Janeiro and Salvador; and these metropolises consists of several municipalities that comprises of industrial concentration, urban development, numerous private and state-run companies, domestic and international companies (Pasternak and Bogus, 2010).

### **1.3.2 China Municipalities**

Municipalities in China are directly under the administration of the central government. A municipality has the same political, economic and jurisdictional rights as a province. China has four municipalities which are Beijing, Chongqing, Shanghai and Tianjin. Beijing is the China national capital and is situated at the north edge of the North China Plain, and it is regarded as one of the largest megacities in the world. Beijing Metropolitan Municipality is further divided into eight regional districts ([www.chinatoday.com/city/china\\_municipalities](http://www.chinatoday.com/city/china_municipalities)).

Local governments in China are responsible for financing the provision of basic economic and social services, as well as for urban infrastructure, but they have limited access to tax revenues, have no power to introduce new taxes or to increase rates of existing taxes, and are prohibited under the 1994 Budget Law from borrowing (Grewal, Cheng & Rasmussen, 2015:358). Moreover, local governments play an important role in China's public finances and are responsible for more than 70% of fiscal expenditure, hence they are heavily dependent on non-tax revenues and fiscal transfers from the central government.

### **1.3.3 Common Trepidations of Metropolitan Municipalities Globally**

Metropolitan Municipalities globally are experiencing a plethora of difficulties and challenges towards fulfilling their respective responsibilities in various forms. OECD (2003) identified some of the challenges faced by cities as the lack of supply of skilled human capital that can operate effectively in the knowledge and information-based industries, and the developing of international strategy and networking. Furthermore,

the lack of correspondences between administrative and functional territories, strain of the financial fiscals, and lack of transparent and accountable decision-making processes forms part of the main challenges of metropolitan governance.

Metropolitan governance experiences multiple problems related to roles and responsibilities of different levels of government operating in metropolitan areas, intergovernmental coordination, and new relationships with the private sector and civil society. Furthermore, Akinboade, Mokwena & Kinfack (2013) argued that reasons for dysfunctional service delivery are many and complex, but most often, they relate to lack of accountability, transparency and commitment in making services work for poor and marginalised citizens. Therefore, improving governance in metropolitan areas is not just about reforming institutions and finance; it is also about changing attitudes and the culture of governance.

Despite the fact that metropolitan municipalities are experiencing difficulties and challenges globally on a number of aspects and factors, they will however still continue to be instrumental and critical in contributing positively to the economic landscape, provision of services and will of course remain influential in that respect over a period of time. This is further supported by Akinboade, Mokwena & Kinfack, (2013) when indicating that improving public service delivery is one of the biggest challenges worldwide.

#### **1.4 METROPOLITAN MUNICIPALITIES IN AFRICA AND SOUTH AFRICA**

Metropolitan Municipalities in Africa are responsible and accountable for the provision of different services to their respective communities. The researcher decided to choose Botswana and Mozambique, and both Countries were randomly selected simply because they are African Countries that are nearer to South Africa and secondly all belongs to the Southern African Development Community (SADC).

#### **1.4.1 Botswana Local Government and Municipalities**

Botswana borders South Africa to the Southeast, Namibia in the West and North and Zimbabwe to the Northeast, and it meets Zambia at a single point in the Northeast. (Breeman, 2012). The capital city of Botswana is Gaborone. Botswana is a two-tier system of government, and the local government tier is very important as it provides a direct link between central government and the communities and is an important delivery arm of government (Maundeni, 2004).

Local government is under the ministry of local government whereas local authorities are dependent on government's issued allowance in order to deliver services to the community (Breeman, 2012). The Ministry of Local Government provides policy direction to local government, working through such services as Tribal Administration, Remote Area Development and Local Governance. Nine district councils and five town councils, including Gaborone City Council and Francistown City Council, are responsible for local administration in Botswana. District commissioners appointed by central government have executive authority.

The Department of Local Government Technical Services develops and maintains roads, village water supplies, schools, and municipal and recreational facilities. However, electricity supply is the responsibility of Botswana Power Corporation whereas water supply is Water Utilities Corporation (Maundeni, 2004). Botswana Government is the shareholder of Botswana Power Corporation which is the entity responsible to generation, transmission, distribution and supply of electricity in the entire country (Ministry of Minerals, Energy and Water Resources, 2014). Botswana Association of Local Authorities (BALA) was established in 1983 to promote unity, solidarity, cohesion and cooperation among local authorities in Botswana, and the association is playing a key role in building strong and democratic local government in Botswana (Breeman, 2012).

#### **1.4.2 Mozambique Local Government and Municipalities**

Mozambique is a country in the south-eastern Africa bordering to the Indian Ocean in the east, Tanzania in the north, Malawi and Zambia in the northwest, Zimbabwe in the

west and Swaziland and South Africa in the southwest (Mozambique. United Cities and Local Government, 2008). The capital of Mozambique is Maputo. It is a multi-tier system of local government. Areas outside Mozambique capital are organised into 10 provinces, subdivided into 112 districts, 12 municipalities, and 894 localities. The central government in Mozambique retains a major role in local development and management through its continuing functional responsibilities, and through its legal powers over the operation of local authorities. In fact, all municipal councils remain heavily dependent upon central government for resources of legal authority, finance and personnel (Mozambique. United Cities and Local Government, 2008).

#### **1.4.3 Local Government and Municipalities in the context of South Africa**

During the introduction of Apartheid in 1948 and segregation of people in terms of geographical location, institutional and social separation at local level was already a government policy, and this was further reinforced by Group Areas Act which its objective was solely to ensure strict segregation of black people with white people in South Africa. Townships were then separated from industrial and commercial development as a result. Bantustans was then established with limited access to local government under the leadership of traditional leaders. Consequently, small rural townships were given administration powers even though they lacked real administration powers.

In 1960 Coloureds and Indians Management Committees were established as advisory bodies to what was classified as White Municipalities. In 1971 Bantu Affairs Administration Act of 1971 established Boards which removed responsibilities for townships from white municipalities. In 1977, Community Councils were introduced, and Community Councils were elected bodies, hence with no meaningful powers and having few resources. However, in 1982 Black Local Authorities replaced Community Councils, but still Black Local Authorities had no significant revenue base, and were seen as politically illegitimate from the start, hence they were rejected by communities.

Municipalities in black areas were therefore deprived of the means to meet the needs of local residents, and water and electricity were only supplied to white residents

whereas in rural areas were at enormous cost. Communities then began to mobilise against the apartheid local government system as it was regarded as a discrimination system, and as such attacks were launched to Black Local Authorities in 1983 aimed at rejecting the local government system. Then the Apartheid Government introduced Regional Services Councils and Joint Services Boards to channel resources to collapsing townships. But the resistance of people against local government system resulted to more crisis and eventually the collapsing of the apartheid local government system, and as such the realisation of the local government system was necessary.

The crisis in local government was a major force leading to the national reform process which began in 1990. Then the Local Government Negotiating Forum was established and framed the Agreement on Finance and Services writing off arrears to Black Local Authorities. It also negotiated the Local Government Transition Act of 1993. Then the system of local government was effectively deracialised through the amalgamation of formerly racialized based structure, and ultimately Metropolitan Municipalities, District Councils and Local Councils was established (South Africa. Provincial Affairs and Constitutional Development, 2003).

The objectives of local government as stipulated in Section 152 of the Constitution of Republic of South Africa are to (a) to provide democratic and accountable government for local communities; (b) to ensure the provision of services to communities in a sustainable manner; (c) to promote social and economic development; (d) to promote a safe and healthy environment; and (e) to encourage the involvement of communities and community organisations in the matters of local government (South Africa. The Presidency, 2002: 47). Moreover, Government gazette of 2006 outlines municipal performance regulations for municipal managers and managers directly accountable to municipal managers, and these regulations set out how performance of municipal managers should be uniformly directed, monitored and improved (South Africa, 2006).

The performance of municipalities in terms of the Local Government: Municipal Performance Regulations (2006) is expected to be at 100%, categorised as 80% for Key Performance Areas and 20% for Core Competencies (South Africa, 2006). This is the regulation providing guidelines on the performance of municipalities. Furthermore, City of Tshwane Performance Management Policy (2011) stipulates that

the Key Performance Areas as 80% whiles Core Competencies as 20%; and as a result this is in line with the Local Government: Municipal Performance Regulations (South Africa, 2011). It therefore denotes that 100% is the required performance that municipalities should meet in order to satisfy their respective customers (communities), and as such effective leadership could play a critical contribution in meeting the required performance.

Therefore, municipalities as one of the spheres of government that is closer to communities will experience more pressure from communities in demand of services, and as such will take the brunt of disconcerted communities since they are at the coalface of service delivery (South African Local Government Association, 2014).

#### **1.4.4 Common Trepidations of Metropolitan Municipalities in Africa and South Africa**

Municipalities in Africa and South Africa are faced with numerous challenges that have got direct impact on their objectives and optimal fulfilment of their responsibilities; and in furtherance, Akinboade, Mokwena & Kinfack (2013) argue that municipalities in South Africa have started to experience a rash of service delivery protests in recent years; and that improving public service delivery is one of the biggest challenges worldwide. It must be pointed out that challenges do differ from one municipality to the other, even though most of the challenges experienced are common and similar in nature.

Moreover, Masegare and Ngoepe (2018) argue that the prospects of the corporate governance implementation framework and control system within any organisation cannot be overemphasised; similarly, some of the challenges identified in municipalities is the lack of implementing corporate governance due to the lack of corporate governance skills by councillors and ineffective municipal governance structure. Municipalities are allocated insufficient funding which make them to be unable to fulfil their obligations in rendering the deserving services to communities, and secondly most of the municipal staff lacks formal and technical qualifications

which then exacerbate the challenges at the municipal level (Mozambique. United Cities and Local Government, 2008).

The problems that Mozambique's municipal governments face are often described as lack of resources and poorly defined responsibilities (Mozambique. United Cities and Local Government, 2008). This is the most common challenge experienced by almost all municipalities, and it is further reiterated by Corin and Bjork (2016:3) in saying that deficiencies such as technical equipment, personnel resources and support functions are obstacles in the job and they become hindrances at work in the sense that they hinder the achievement of job goals and require an increased expenditure and dedicated focus. The eruption of protests continues to be blamed on the lack of municipality's capacity to deliver services in their respective communities. The protests are often attributed to poor service delivery, corruption, incompetent/unskilled municipal officials, poor leadership and management in the sector (South African Local Government Association, 2014:1).

Therefore, challenges and problems that are experienced in the local government are common and similar in nature within most of the municipalities, and require dedicated efforts to be resolved in order to enable municipalities to fulfil their respective responsibilities and objectives as prescribed in the legislation.

## **1.5 THE FOCUS OF THE STUDY**

City of Tshwane is one of the three metropolitan municipalities in Gauteng Province and is categorised as Category A Grade 6 Urban Municipality by the Municipal Demarcation Board in terms of Section 4 of the Local Government Municipal Structures Act, 1998 (Act 117 of 1998). It was established on the 5<sup>th</sup> December 2000 in line with Section 2 of the Local Government Municipal Structures Act (Act No. 117 of 1998). City of Tshwane was formed by the amalgamation of fourteen different local municipalities that were servicing the Greater Pretoria and Surrounding Areas. The municipality further incorporated with other three municipalities in 2011 as part of Gauteng Global City Region Strategy to reduce the number of municipalities in Gauteng by the year 2016, thereby becoming the third-largest City in the world in terms

of land area, after New York and Tokyo/Yokohama. It is the Capital City of South Africa, administrative seat of Government, hosting a number of Embassies and is currently consists of approximately 18 000 employees (City of Tshwane, 2017).

Effective leadership and performance management in the municipality have been consistently identified by the Auditor General as one of the areas of great concern that needed improvement so that efficiency and effectiveness can be realised, as reflected in the Auditor General Reports of 2012/2013, 2013/2014 and 2014/2015 financial years respectively (Auditor General, 2013; Auditor General, 2014; Auditor General, 2015).

The Auditor General has specifically highlighted aspects such as the lack of quality in performance reports (there was 25% of material findings as highlighted in 2012/2013 report, and questionable reliability of performance data highlighted in 2013/2014 report), non-compliance with applicable legislations in some of the instances, lack of appropriate competencies in some of the key officials performing the auditing functions (highlighted as 50% of internal auditing personnel in 2012/2013 report) including inadequate consequence management. Inadequate leadership oversight by responsible oversight bodies and questionable governance has been highlighted as the fundamental contributors of inefficiencies and ineffectiveness within the municipality (City of Tshwane, 2014; City of Tshwane, 2015; City of Tshwane, 2016).

The Auditor General Reports further indicated that the municipality did not achieve 100% performance on its Service Delivery Budget Implementation Plan (SDBID) as it achieved the performance of 78%, 80% and 73% in 2012/2013, 2013/2014 and 2014/2015 financial years respectively. Furthermore, capital budget expenditure has been realised as 98.6%, 93.8% and 93.8% respectively instead 100% during 2012/2013, 2013/2014 and 2014/2015 financial years.

The Annual Report of the municipality shows that there are various factors that have negative contributions to effective leadership and performance of the municipality.



Some of those identified negative contributing factors have been identified as the vacancy rate which has been reported as 40%, 61.35% and 59.99% during 2012/2013, 2013/2014 and 2014/2015 financial years respectively. In addition to that, it has been inconsistency in some of the senior management positions due to internal disciplinary procedures as highlighted in 2012/2013, 2013/2014 and 2014/2015 financial years respectively.

Although there has been some elements of satisfactory performance in some of the areas, but the issue of effective leadership and performance has been consistently identified and flagged as areas of weakness that contributed to inefficiencies and ineffectiveness within the municipality.

The exigency of the situation created by effective leadership therefore encouraged this research to consider the development of a conceptual framework for organisational performance in local government prescribing how effective leadership consistency should be used to effect or bring about organisational performance; as a case study at the City of Tshwane Metropolitan Municipality. An aspiration of improving performance in metropolitan municipalities can thus be achieved through effective leadership consistency. This is an account in which this research study is embarking upon, and to further bring this to the attention of government, so that it can be able to appoint appropriate, trained and qualified people; so that effective leadership consistency and performance can be realised and thus achieving the strategic objectives of the municipalities.

## **1.6 CONTRADICTIONS BETWEEN POLITICAL GOALS AND COMMERCIAL GOALS**

Table 1.1 shows the difference between political goals and commercial goals. It is clearly evident as illustrated on this table that political and commercial goals are in conflict with one another. This aspect is therefore crucial and imperative and need exceptional consideration in order for maximum efficiency and effectiveness to be realised in municipalities. Furthermore, creating a balance between political and commercial goals could be tricky and difficult, and can create a compromise in some

instances on the success of either of the goals if not well managed. It is therefore not easy to create a balancing act in this regard, but it is possible and necessary.

Table 1.1 Political Goals versus Commercial Goals

Political Goals	Commercial Goals
Gaining political power and taking care of the constituencies (Ellen III, Ferris & Buckley, 2013; Kidron and Vinarski-Peretz)	Profit orientated in order to sustain and maintain the business and its existence (Ben-Amar and Zeghal, 2011)
Keeping the constituencies happy and satisfied through all possible available means (Ellen III, Ferris & Buckley, 2013)	Realise the return on investment and return on assets deployed and gaining competitive advantage (Ben-Amar and Zeghal, 2011)
Striving to balance the needs and interests of followers/constituencies/communities/society at all times (Ellen III, Ferris & Buckley, 2013)	Offering good service/product and keep customers happy and satisfied (Helmich and Gilroy, 2012)
Using/influencing the organisation towards their political mandates/aspirations (Ellen III, Ferris & Buckley, 2013; Kidron and Vinarski-Peretz)	Expanding on customers and offering a good service/product (Helmich and Gilroy, 2012)
Established to attract followers and keep them satisfied (Wyatt and Silvester, 2018)	Established to offer service/product and keep customers satisfied (Helmich and Gilroy, 2012)
Avoid losing constituencies but gaining more numbers (Wyatt and Silvester, 2018)	Avoid liquidity and insolvency (Ben-Amar and Zeghal, 2011; Helmich and Gilroy, 2012)

The fundamental and conspicuous problem in the local government in South Africa especially in municipalities relates to serious misnomer in various factors such as socioeconomic, commercial, external environmental factors, corporate governance, leadership stability, and performance.

Municipalities are organisation expected to be enhancing the political goals by delivering services to the communities, and further create economic opportunities by attracting investors, and thus creating stability in local government. Moreover, municipalities are expected to generate sufficient revenue to fund their operational and capital activities, hence in the contrary they are managed from political goals perspectives as compared to profit generating principles in line with the commercial goals. Most of the municipalities has not performed well over the years commercially

(generating revenue, attracting investors and creating investment opportunities) but instead experienced leadership instability and inconsistency that has impacted them negatively on the performance, integrity and progression. This is merely the consequences of ineffective and dysfunctional leadership.

Ineffective and dysfunctional organisational leadership is a serious cancer to most organisations and hampers the realisation of success and stability in many organisations. Organisations with leadership inconsistency struggle to achieve their performance targets, cannot fulfil their vision and mission including goals and strategic objectives, and the employee's morale is always below par because of the bewilderment emanating from effective leadership inconsistency, and the lack of willpower. Organisations with ineffective and dysfunctional leadership are mainly a risk to themselves, their employees, and the society including the economic development of the country. There is no cohesive relationship between the leadership and followers, and that is a recipe for disaster in any organisation, hence it requires the application of tremendous and collective efforts for its resuscitation, and thus giving it a second chance of its existence and survival.

## **1.7 EFFECTIVE AND FUNCTIONAL LEADERSHIP VERSUS INEFFECTIVE AND DYSFUNCTIONAL LEADERSHIP**

### **1.7.1 Effective and Functional Leadership**

Effective leadership is defined by Wiley (2010) as the ability to give employees a clear picture of the direction the company is headed. Moreover, Casavant and Cherkowski (2001) argue that effective leadership possesses attributes such as knowledge, skills, attitudes and behaviours that cannot be developed through traditional administration. Similarly, Agho (2009) argues that effective leadership is an art and science requiring skill and knowledge. In expanding from the above elaborations, effective leadership takes cognisance of the success and performance of the organisation at all times with the understanding of four pillars (namely, vision, mission, goals, and strategic objectives) of future and existence for enabling (driving force) the success of the organisation. Organisational goals cannot be met or achieved without effective

leadership (Jabeen, Cherian & Pech, 2012). Correspondingly, Kroon (1990:167) argue that top management is responsible for formulation of the mission, strategy, goals and objectives of the business as a whole. Part of the resultants of effective leadership is that all the elements and characteristics of underperformance are eliminated and thus avoided instantly, and as such this keeps the organisation focused and glued to the bigger picture, and consequently setting itself as a benchmark for others. Subsequently, this enables the organisation to be sustainable, competitive, and dominating within its sector/environment/industry and set the pace for other organisations to follow. Effective leadership ensures that all the characteristics and principles of leadership across the spectrum of leadership are applied throughout the organisation to enable it to operate, function and perform effectively and efficiently towards achieving excellence. The outcomes of effective leadership give an expression that the organisational leadership is fully functional. This concur with the sentiments of Braun, Peus & Frey (2018); Sidani and Rowe (2018); Arda, Aslan & Alpan (2016) and Emuwa and Fields (2017) in arguing that functional leadership must demonstrate self-awareness throughout whiles executing their duties. Likewise, Massey-Abernathy and Byrd-Craven (2016) argue that functional leadership individuals would have better outcomes. Fundamentally, effective leadership subscribes to the comprehensive application of combined transformational leadership and transactional leadership principles. This is a leadership receipt that organisations should possess and sustain since it has a huge impact and contribution on effective leadership.

Moreover, effective leaders know that the organisation is an investment that must be benchmarked to performance of the market/peers in realising the returns on the investment, and thereby avoiding losses at all costs. Hence, that can be achieved through the absolute investment of time and energy in the organisation; and thus witnessing it growing from strength to strength. Correspondingly, Sloof and Siemans (2018) argued that effective leadership requires leadership to exercise their limited powers diligently and prudently. Therefore, effective leadership is such a critical and healthy aspect that is needed in all organisations as followers are kept motivated, encourages teamwork, it is laser-like to performance, and it is morally appropriate and ethical in all instances.

Analoui, Ahmed & Kakabadse (2010) argue that there is no single prescription for effective performance. However, a quality and effective leader is the one who adequately applies the principles of both transformational and transactional leadership in keeping employees/followers inspired, dedicated and focused at the task at hand. The resultant of this will be maximum commitment from all employees/followers and thereby realising excellent performance.

Kroon (1990) indicates that a leader determines how subordinates should carry out assignment, and furthermore subordinates must be motivated to reach the acceptable level of performance. Therefore, the relationship between a leader and followers including other stakeholders in the value chain of the organisation is absolutely essential and must always be nurtured since is key for the overall success of the organisation, and that can only be achieved through effective leadership. This includes also creating a harmonious, healthy and progressive working relationship with followers so that all can work towards a common goal. This is in line with Sloof and Siemens (2018) when arguing that leaders seem to realise at least to some very minor extent that they need the good will of followers for successful implementation.

A true and authentic leader is always keeping the success and performance of the organisation at heart and in mind; and is performance orientated in ensuring that the organisation indeed reaches its set targets, and that areas of underperformance are promptly identified so that corrective and improvement measures can be put in place to eliminate deficiencies at all costs. This aspect will also be applicable to the financial status or position of the organisation so that the return on investment can be realised, including return on assets deployed, the acceptable and favourable financial ratios and revenue of the organisation. Special focus is given to the elimination of waste in advancing the principles of efficiency and effectiveness through the investment of time and energy on factors that will add significant value to the organisation.

Effective leaders must demonstrate good morals at all times, be authentic and always endeavour to be ethical when interacting with his/her follower's in executing the mandate of the organisation; and this is supported by Mascia, Sartori & Pubel (2013) statement in saying that the leaders should follow ethical principles. Chughtai

(2015:93) defines ethical leadership as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and decision making. Similarly, Cels (2017) argues that effective ethical leader must ensure that people perceive him or her as a moral person who is worthy of trust and respect, who treats other people fairly, and calls to moral action not in vain; and ethical leaders display specific characteristics, including integrity, honesty and trustworthiness. Moreover, Gallagher and Tschudin, (2010) argue that ethical leadership is necessary to ensure that the values of individuals, teams and organisations are understood, deliberated and considered in relation to professional values that support the dignity and flourishing of individuals, organisations and societies; whereas the findings of the study conducted by Dust, Resick, Margolis, Mawritz, & Greenbaum (2018) demonstrated that ethical leadership is related to employee motivation and success (performance); and similarly Gillet, Fouquereau, Coillot, Bonnetain, Dupont, Moret, Anota & Colombat (2018) argue that supervisors who score high on ethical leadership appear to be more successful at stimulating follower's wellbeing.

Muceldili, Turan & Erdil (2013:674) define authentic leadership as a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalised moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development. Both Gill, Gardner, Claeys & Vangronsveld (2018) and Muceldili, Turan & Erdil (2013) concur that authentic leaders have the skill and motivation to work with other employees. Moreover, Emuwa and Fields (2017) argue that honest, open, consistent and inclusive of others in decision making shows authentic leadership.

Effective, functional, ethical and authentic leadership increases the level of confidence and trust between a leader and followers and further creates a healthy working relationship. It further encourages followers to always put maximum efforts without limitations when executing their respective tasks. The human relations of an effective leader should not be questionable and found deficient, and therefore must apply a

formula of equilibrium across the spectrum when engaging followers. A top-notch working relationship between the effective leader and followers is fundamental in advocating and advancing team work dynamics and principles. All of these aspects are the sine quo non to organisational success and excellence. Effective leader must be able to understand and study the market, economy and environment both locally and globally in order to be able put the organisation in a better and advantageous position to compete and realise success throughout against its competitors. This should always be done in considering the factors of macro environment (political, economic, socio-cultural, technological, legal, environment) due to the fact that economic dynamics are interrelated throughout and as such one aspect/factor relates/affect to the other.

### **1.7.2 Ineffective and Dysfunctional Leadership**

Schilling (2009) describe ineffective leadership as leadership that does not contribute to the success of the organisation, and thus consist of behaviours, styles or traits that are more or less effective with regard to individuals (followers) and organisational goals. The findings of the Auditor General have been consistent in pointing out inadequate leadership as one of the inefficiencies towards non-compliance to applicable legislations and inadequate performance management. Furthermore, elements of ineffective leadership manifested by means of suspension of incumbents in some of the senior management positions (Auditor General, 2013; Auditor General, 2014; Auditor General, 2015; City of Tshwane, 2014; City of Tshwane, 2015; City of Tshwane, 2016).

Ineffective and dysfunctional leadership can be extremely catastrophic to the organisation in all multiple respects, and ultimately the organisation can be declared insolvent and/or liquidated and/or dysfunctional. This type of leadership is indeed a cancer to any organisation and there is no employee, senior management, top management and government that can either allow or be pleased with such leadership as its ultimate will certainly yield to undesired consequences. Every organisation has developed a vision as part of envisaging the future (being futuristic), mission as part of a core purpose of existence, goal (a measureable end results with one or more

objectives) and objectives (an aim to be achieved within a particular time frame with reference to available resources) that should be accomplished over a particular period of time.

Ineffective and dysfunctional leadership will mislead the organisation to such that all these four pillars (vision, mission, goals and objectives) which underpins the future and existence of the organisation are compromised and disintegrated. Most of the organisations that has been characterised by ineffective and dysfunctional leadership has been declared insolvent, liquidated and dysfunctional. Furthermore, their good intentions of establishment and engaging into the business world have turned into turmoil and disastrous. This can also be considered as a reputational risk to both the organisation and the leader, and further brings a fear of association and mistrust, as no one will take a risk of association with an absolute failure or shame.

Employee's morale and enthusiasm are not given the deserving attention in this type of leadership, and that can lead to depleted energy levels from employees which will definitely result to a negative impact on the performance of the organisation including negative outcomes. This can further be attributed to destructive leadership (derailed leadership), as Schilling (2009) refers to it as a leader with behaviour that is directly or indirectly preventing organisational and personal goal attainment of followers and furthermore does not care about the quality and quantity of work produced including the job satisfaction of followers.

The focus of ineffective leadership is not on inspiring employees and keeping them glued to the intended destination, but rather obscure focus that disregards the principles of effective leader and follower relationship as key for the ultimate success of the organisation, and as the basic principle of leadership. Although this might not be a direct case for the City of Tshwane Metropolitan Municipality, but the instability and frequent changes in leadership positions due to suspensions and other associated factors have got direct impact on the morale of followers. This has massive impact on the continuity and consistency of the organisation in realising its strategic objectives and performance targets, and hence negative morale of followers. Senior management positions are the most critical and strategic positions for every



organisation. It is of course very unusual for incumbents occupying these positions to resign without completing their terms of office as noted in annual reports of City of Tshwane Metropolitan Municipality. The appointment of senior management is a fundamental aspect of the municipality; as these positions are key and crucial in fulfilling the strategic objectives of the municipality, including the rendering of a satisfactory service to the community at large. A lack of effective leadership consistency and continuity in this regard is a major setback for the municipality, especially in considering the number of individuals who tendered their resignations; and some could not complete their appointed contractual periods due to various reasons; hence this ultimately boils down to ineffective and dysfunctional leadership.

The impact of ineffective and dysfunctional leadership is certainly a dire consequence to the organisation as it will not be able to cope with the over-changing environmental changes, including industry changes, global changes, and this is unequivocally not desired by anyone else in the society as it equates to a disastrous state of leadership. In fact, this can simply be regarded as a crime to leadership. Any leader who is practicing ineffective and dysfunctional leadership is facing a potential risk of removal from a leadership position, demoted and dismissed. Ineffective and dysfunctional leadership is comprised of the absolute opposite application of leadership styles, traits and characteristics. The influence of dysfunctional leadership behaviours can range from minor transgressions and irritations to having catastrophic consequences on the survival of the organisation (Leet, 2011: 13).

Peng (2006:443) defines corporate governance as the relationship among various participants in determining the direction and performance of corporations; and therefore when leadership is ineffective and dysfunctional, aspects of corporate governance gets compromised. Ineffective and dysfunctional leadership is a cancer to organisations, and has got catastrophic consequences that can result to the organisation being disabled and paralysed to execute its functions effectively and efficiently; in referenced to its envisaged future and purpose of existence. The impact of failure becomes a total shutdown to the aspirations of employees, and that gradually disconnect them to the goals of the organisation. It is indeed contrary to motivation as defined by Nieuwenhuizen and Rossouw (2008:73) as a process whereby a behaviour

is activated, directed and sustained over a period of time. Employees ultimately develop a negative spirit of merely collecting money instead of being determined and dedicated to receive a salary as part of the compensation of their performance.

Consequently, ineffective and dysfunctional leadership is a failure to achieve organisational goals and objectives due to numerous negative contributing factors of which amongst other includes low morale and demotivation. The preceding statement is further supported by the Ganesh and Kumar (2013) when arguing that lowly motivated employees can hinder the growth and development of the organisation. Poor performance is the greatest attribute of ineffective and dysfunctional leadership and can manifest in different folds as highlighted below:

- Low morale
- Too much absenteeism
- Failure to meet the set goals and targets
- Failure to achieve strategic objectives
- Service delivery protests
- Loss of clients and customers
- Unfavourable financial ratios
- Liquidation and insolvent
- Loss of profit
- Reputational risk
- Bad publicity
- Et cetera.

The application of wrong leadership traits is an element of ineffective and dysfunctional leadership as well, and that can result to the organisation being retrogressive and thus failing to cope with the ever-changing situations of the environment including industry and global changes. Leet (2011:3) argues that the recent rise in corporate failures due to toxic leaders is alarming and the resulting concomitant consequences is catastrophic. Therefore, ineffective and dysfunctional leadership is unhealthy and unwarranted to municipalities, and must therefore be eliminated at all times and costs for the best interests and success of the municipalities.

## **1.8 STATEMENT OF THE RESEARCH PROBLEM**

The extent to which members of an organisation contribute in harnessing the resources of the organisation equally depends on how well the leaders of those organisations understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilisation, allocation, utilisation and enhancement of organisational performance depends to a large extent on leadership abilities among other factors (Obiwuru, Okwu, Akpa & Nwankwere, 2011).

The lack of effective leadership in Metropolitan Municipalities has impacted the performance and evolution of municipalities negatively over the years. Fundamentally, problems identified at the City of Tshwane Metropolitan Municipality relates to leadership inconsistency (lack of continuity/inconsistency) within the top and senior management, inadequate oversight (material misstatements; qualified, adverse and disclaimer audit opinions), non-compliance to applicable legislations (flouting supply chain management processes; unauthorised, irregular, fruitless, and wasteful expenditures), underperformance (failure to meet targets and strategic objectives, under expenditure on operational and capital budget), a lack of institutional continuation due to frequent changes of leadership, and inefficiencies and ineffectiveness on service delivery (community protests, flood of complaints, and poor service delivery) (Auditor General, 2013; Auditor General, 2014; Auditor General, 2015; City of Tshwane, 2014; City of Tshwane, 2015; City of Tshwane, 2016).

In the achievement of organisational objectives and goals of any organisation, effective leadership or a leader is obviously an important ingredient. The followers act as a compliment to the leader in the achievement of the organisational goals and objectives of any organisation. If there is no effective leadership, most organisational goals and objectives may not be adequately realised. Hence, dysfunctional organisations are characterised by ineffectiveness, inefficiencies, and underperformance.

Various studies have covered different aspects of leadership and its relationship to organisational performances in achieving the set strategic objectives (Ejere and Abasilim, 2013; Al-Hakim and Hassan, 2013; Wu and Lin, 2013). Effective leadership has also been explored with the main focus being on the characteristics of the effective leader in leading the organisation towards reaching particular milestones.

Therefore, there is a pressing need for the investigation of effective leadership consistency (continuation) and its relationship/correlation with the strategic objectives and performance of the organisation. Thus this study is intended to establish the relationship/correlation between the consistency (continuation) of effective leadership and strategic objectives and performance at the City of Tshwane Metropolitan Municipality within the local government sphere in South Africa. Furthermore, to develop a conceptual framework prescribing how effective leadership consistency should be used to effect or bring about organisational performance.

## **1.9 PROPOSED CONCEPTUAL FRAMEWORK**

Effective leadership consistency is realised through the effectiveness of a leader in steering the organisation towards achieving its objectives and thus realise maximum performance as a result of the collective efforts and investments made on the followers. A relationship between a leader and followers is established upon the realisation of various aspects that followers would have been observed from a leader such as visionary, effectiveness, decisiveness, capabilities, knowledge, skills, experience, communication, trust, honesty, loyalty, personality, authenticity, morality, inspiration and team work, and all of these aspects can only be observed within a particular timeframe. A period that a leader spends in the organisation is therefore important as it is instrumental and fundamental in achieving effectiveness, and that can only be achieved through leadership continuation (consistency).

Figure 1.1 show the proposed conceptual framework derived from constructs attained from the literature review for the testing of the hypothesis. The model shows a relationship between the effective leadership consistency, strategic objectives and organisational performance. This model is designed from the consideration of the

relevant theories underpinning the knowledge base of the phenomenon under the investigation or area to be researched.

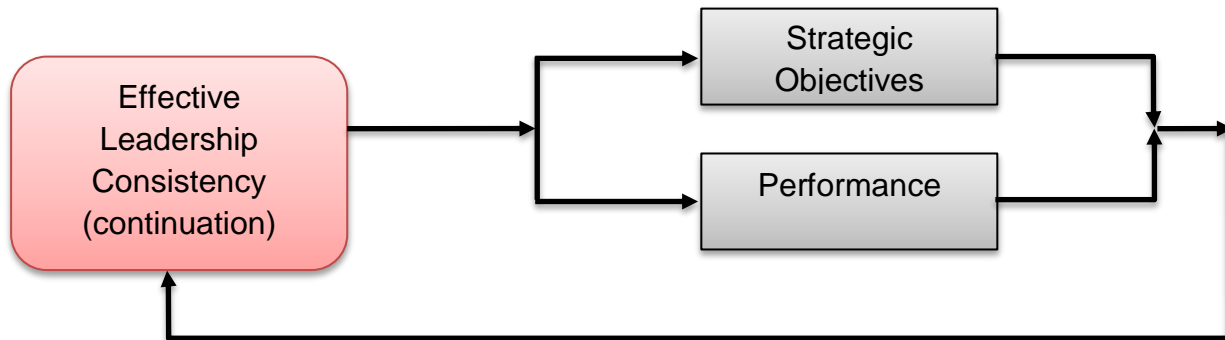


Figure 1.1 Proposed Conceptual Framework

The consistency of effective leadership is corollary to the success of the organisation and moreover *cine qua non* to realise the required performance in achieving the set objectives of the organisation.

## 1.10 RESEARCH PURPOSE

The purpose of this study was to evaluate the impact of consistency on effective leadership and its influence in achieving the organisational strategic objectives and the realisation of organisational performance in Metropolitan Municipalities, using City of Tshwane as a case. Ultimately a framework prescribing how effective leadership consistency should be formed and used to realise performance and achieve objectives in local government was then developed.

## 1.11 OBJECTIVES OF THE STUDY

The research objectives of this study are derived and structured as follows:

- a. To evaluate the impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management.
- b. To establish the influence of effective leadership consistency in achieving the strategic objectives at City of Tshwane Municipality.
- c. To establish the influence of effective leadership consistency on the realisation of organisational performance at City of Tshwane Municipality.

- d. To develop a framework prescribing how effective leadership consistency should be formed and used to realise performance and achieve objectives in local government.

## **1.12 RESEARCH QUESTIONS**

Research questions are derived from the reviewed literature and related theories in which the investigation was conducted (Ejimabo, 2015). Therefore, the following are the research questions derived to address the problem:

- a. What is the impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management?
- b. What is the influence of effective leadership consistency in achieving the strategic objectives at City of Tshwane Municipality?
- c. What is the influence of effective leadership consistency on the realisation of organisational performance at City of Tshwane Municipality?

## **1.13 HYPOTHESIS**

According to Coldwell and Herbst (2004:110), a hypothesis may be defined as a statement about aspects of the real world that may be true or false. Similarly, Sekaran and Bougie (2010:87) argue that a hypothesis can be defined as a tentative, yet testable statement, which predicts what you expect to find in your empirical data. Thus hypothesis testing is undertaken to explain the variance in the dependent variable or to predict organisational outcomes.

Coldwell and Herbst (2004) indicate that the assumption to be tested is called the null hypothesis (symbolised by  $H_0$ ), and that if the results fail to prove the null hypothesis, then an alternative hypothesis (symbolised by  $H_a$ ) is established.

The research was aimed at proving the following hypothesis emanating from the theoretical considerations and reviewed literature:

- H<sub>01</sub>: Consistency of leadership in the organisation does not correlates with effective leadership.
- H<sub>a1</sub>: Consistency of leadership in the organisation correlates with effective leadership.
- H<sub>02</sub>: Consistency of effective leadership in the organisation does not correlates to the achievement of the strategic objectives.
- H<sub>a2</sub>: Consistency of effective leadership in the organisation correlates to the achievement of the strategic objectives.
- H<sub>03</sub>: Consistency of effective leadership in the organisation does not correlates to the realisation of performance.
- H<sub>a3</sub>: Consistency of effective leadership in the organisation correlates to the realisation of performance.

#### **1.14 THE SIGNIFICANCE OF THE STUDY**

This study has revealed the fundamental underlying factors on the consistency (continuation) of effective leadership towards achieving the organisational objectives and performance. Practical challenges faced by municipalities are presented. The significant contribution of this study was primarily based on effective leadership consistency focusing on the top and senior management in metropolitan municipalities. The findings of this study has contributed positively to the existing literature in highlighting factors underpinning impact of the consistency of leadership as the gap between effective leadership and the organisational objectives in achieving the desired performance. Finally, this study has contributed by developing a framework prescribing how effective leadership consistency should be used to effect or bring about organisational performance in achieving its strategic objectives.

## **1.15 THE RATIONAL OF THE STUDY**

Municipalities are the strategic economic and developmental drivers of the country in enabling it to be aligned to the global environmental and developmental changes. Moreover, municipalities are key and play a critical role towards the realisation of the country's strategic and developmental plans, mandates, and including the meeting of the service delivery needs. Effective leadership is fundamental in all seasons of the organisation, either being a good or bad season. Incumbents in leadership positions should be equipped and empowered with all organisation's aspects of operations management, visionary leadership and strategic leadership in order to realise the success and performance for the organisation. Principles and fundamentals of leadership such as leadership styles, personality traits, and behaviours are fundamental and necessary. Furthermore, employee's morale plays a significant and critical role in the realisation of the satisfactory, good and required performance of the organisation in achieving its strategic objectives through both the short-term and long-term strategies.

The relationship between employees, management and leadership is therefore crucial, and is a determining factor towards the success or failure of the organisation. The level of employee's motivation should always be above board in order to realise efficiency and effectiveness; and that can only be achieved through effective leadership. It is therefore essential for municipalities to be governed and led by individuals who are keen for success, having the best interests of the organisation at heart, willing to sacrifice, going an extra mile, and extraordinary while applying effective leadership principles. Furthermore, the consistency of organisational effective leadership is fundamental in taking it to higher levels, exceeding the expectations, and thus realising maximum dividends on the investment. It does not matter whether the organisation is a public or private, inconsistent effective leadership has a potential of affecting the performance of the organisation either way.



## **1.16 JUSTIFICATION OF THE RESEARCH PROBLEMS AND OBJECTIVES**

Ineffective leadership and frequent changes of leadership in municipalities including the reform of municipalities due to various factors (reasons) has manifested (surfaced) constantly and repeatedly in the public domain and has also being observed and witnessed by the society at large. There is no doubt that there are indeed deep-rooted problems that causes this unfamiliar phenomenon to reoccur. Part of the objectives of this study is to reveal the fundamental underpinning obstacles or barriers towards the consistency (continuity) of effective leadership in the municipality's top and senior management, and further highlight the importance of consistency of effective leadership towards the success of the municipalities. The ultimate consequences of leadership inconsistency and instability results to underperformance and inability to meet the strategic objectives and targets.

Various aspects deduced in this regard includes the inability to meet the strategic objectives, performance targets and service delivery mandates by municipalities; hence the areas of concern as highlighted by the auditor general inter alia includes financial irregularities, noncompliance to applicable legislations, and inefficiencies and ineffectiveness towards the performance. It is therefore fundamental to determine the impact of the effective leadership consistency, the correlation between the effective leadership consistency and the achievement of the organisational objectives, and further the correlation between the effective leadership consistency and the realisation of organisational performance.

## **1.17 ASSUMPTIONS OF THE STUDY**

Effective leadership consistency (continuity) in top and senior management is critical and fundamental to the performance of metropolitan municipalities in achieving their strategic objectives. Municipalities are expected to realise performance on two aspects, namely, financial performance (operational and capital budget expenditure) and non-financial performance (service delivery and budget implementation plan targets). The consistency (continuity) in top and senior management enables metropolitan municipalities to render service delivery effectively and efficiently and

consequently realises performance and achieve its strategic objectives. Metropolitan municipalities that ensure stability in their top and senior management perform better and reach their strategic objectives and targets than the ones without stability. Therefore effective leadership consistency in the top and senior management positions of the municipality is critical and essential for the municipality to realise performance and achieve its strategic objectives and targets.

## **1.18 RESEARCH REPORT LAYOUT**

This study consists of seven chapters as briefly outlined and illustrated on the next text.

**Chapter 1** presented the introduction and background of the study which entails the research problems and objectives, as well as the significance of the study. The research questions of the study, as well as hypothesis to be tested were addressed in this chapter.

**Chapter 2** presented the theoretical underpinning of the study and literature review which is centered around effective leadership; strategic objectives and goals, as well as organisational performance.

**Chapter 3** contained the research methodology of the study where the blueprint of how the study was conducted is presented detailing the data collection method, population and sample sizes, method of data analysis, as well as ethical considerations. This chapter also explained how validity and reliability was carried out.

**Chapter 4** presented the data analysis pertaining to all the descriptive statistic, bring the general understanding and overview of the participant's demographical information and responses, as well as the t-test results, Chi Square test results and correlation analysis in line with answering the Research Question 1 (*what is the impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management?*)

**Chapter 5** presented the data analysis and results of the Stepwise Regression that seeks to address Research Question 2 (*what is the influence of effective leadership consistency in achieving the strategic objectives at City of Tshwane Municipality?*) and

Research Question 3 (*what is the influence of effective leadership consistency on the realisation of organisational performance at City of Tshwane Municipality?*).

**Chapter 6** presented categories and themes of the Qualitative analysis for each research question to support the interpretation of results to the Quantitative data analysis and results presented in Chapter 4 and 5.

Finally, **Chapter 7** presented the discussions of the findings and conclusion of the research study. This chapter has also presented the recommendations, and conclude with the presentation of limitations and further work.

## **1.19 CONCLUSION**

Municipalities around the Globe and in Africa are faced with multiple complex challenges that hampers them to fulfil their responsibilities satisfactory and in an excellent manner. Common challenges experienced by municipalities in the local government environment include aspect of ineffective leadership, inadequate oversight, leadership inconsistency, underperformance, non-compliance to applicable legislations, inefficiencies and ineffectiveness, poor service delivery, community protests, projects stoppages and poor performance towards fulfilling the constitutional objectives of municipalities including their purpose of existence. The next chapter focused on the literature review that was instrumental and fundamental to this research study.

## **CHAPTER 2**

### **THEORITICAL UNDERPINNING OF THE STUDY AND LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter consists of the reviewing of the literature of previous scholars, researchers and authors with respect to and emphasis on effective leadership, municipal leadership, functional and dysfunctional municipalities, and their influence on organisational performance and strategic objectives. It has been noted that sufficient literature had explored effective leadership and organisational performance in meeting the strategic objectives of the organisation (including municipalities), however not much has been researched and explored on effective leadership consistency. A theory base underpinning the research has also been explored to ascertain certain aspects and principles of the research, and thereafter, a hypothetical proposition was then developed for the investigation.

It is of course worth mentioning to highlight and reflect that different leadership theories have been researched by various scholars, researchers and authors over the years and all have arrived at several converging conclusions on various aspects of leadership, effective leadership, strategic objectives and organisational performance. Table 2.1 therefore shows and reflect the theoretical base underpinning the study on the principles and aspects of leadership, strategic objectives and organisational performance, and the identification of the fundamental constructs of the research focus that influenced the development of the hypothetical proposition of the research study.

## 2.2 THEORETICAL UNDERPINNING OF THE STUDY

Table 2.1 Theoretical Underpinning of Hypothetical Proposition

Leadership Theories					Strategic Objectives	Organisational Performance
Traits Model	Behaviour Model	Situational or Contingency Model	Contemporary Approach	Effective Leadership		
<ul style="list-style-type: none"> <li>Physical</li> <li>Social background</li> <li>Personality</li> </ul> <p>[Relationship behaviour, motivation, skills, qualities, character, emotional intelligence, experience, education, decisive, honesty, abilities, trustworthy, confidence, abilities]</p>	<ul style="list-style-type: none"> <li>Theory X [Pessimistic, lazy, low morale, targets, incentives, punishment]</li> <li>Theory Y [optimistic, positive, motivated, reward, self-directed, willingness, commitment]</li> </ul>	<ul style="list-style-type: none"> <li>Fiedler's Model [situational contingency, motivation, leadership traits, leadership effectiveness]</li> <li>Hersey and Blanchard [motivation, directive, supportive, telling, selling, participating, delegating]</li> <li>Path-goal Model [directive, supportive, participative, achievement-orientated]</li> <li>Likert's Theory [exploitative autocratic, benevolent autocratic, participative, democratic]</li> </ul>	<ul style="list-style-type: none"> <li>Transformational leadership [individualised consideration, intellectual stimulation, inspirational motivation, idealised influence]</li> <li>Transactional Leadership [contingency reward, management by exception]</li> <li>Charismatic Leadership [motivate, self-confidence, communication]</li> </ul>	<ul style="list-style-type: none"> <li>Performance orientated</li> <li>Motivator</li> <li>Leadership traits</li> <li>Transformational and transactional leadership combination</li> <li>Trust, Integrity, Honesty</li> <li>Success</li> <li>Possess leadership traits</li> <li>Influence others</li> <li>Have followers</li> <li>Communicator</li> <li>Skills, experience, abilities, knowledge, education</li> <li>Good moral and ethics</li> </ul>	<ul style="list-style-type: none"> <li>Strategy</li> <li>Vision</li> <li>Mission</li> <li>Goals</li> <li>Specific and clear</li> <li>Targets setting</li> <li>Realistic</li> <li>Measurable</li> <li>Period/timelines</li> <li>Clearly formulated</li> <li>Performance</li> <li>Communication</li> <li>Leadership</li> <li>Resources</li> <li>Capacity</li> <li>Capability</li> </ul>	<ul style="list-style-type: none"> <li>Balanced scorecard</li> <li>Objectives</li> <li>Systems and processes</li> <li>Organisational structure</li> <li>Performance evaluation</li> <li>Effectiveness</li> <li>Efficiency</li> <li>Coaching</li> <li>Mentoring</li> <li>Motivation</li> <li>Communication</li> <li>Employee's morale</li> <li>Incentives / rewards</li> <li>Service and customers</li> <li>Leadership</li> <li>Resources</li> <li>Performance management system</li> <li>Good governance</li> </ul>

[Sources: Akers, 2018; Davison and Smothers, 2015; Tripathi, Prabhakar & Liddle, 2015; Nichols, 2016; Gurbuz, Sahin & Koksai, 2014; Menon, 2014; Duff, 2013; Jabeen, Cherian & Pech, 2012; Russ, 2011; Avolio, Walumbwa & Weber, 2009; Nieuwenhuizen and Rossouw (2008); Obiwuru, Okwu, Akpa & Nwankwere (2011); Yusuf, Muhammed & Kazeem (2014); Velu, Manxhari, Demiri & Jahaj (2017); Khan and Adnan (2014)]

## 2.3 LEADERSHIP TRAITS AND THEORIES

Akers (2018) argues that some of the multiple factors that prescribes a good leader are personality, emotional intelligence, ability to gain buy in, et cetera, and that a combination of leadership traits create an effective leader; whereas on the hand Nichols (2016) argues that traits desirability significantly affects several important organisational outcomes; and that leaders are different and as such have got different level of experiences and desire different leadership traits. It therefore means that leadership traits is fundamental in leadership, and it still one of the important factors to be considered while dealing with leadership dynamics.

Furthermore, Nieuwenhuizen and Rossouw (2008: 65) indicate that the traits model is based on the premise that some people are naturally gifted with certain physical characteristics, personality traits, abilities and special aptitudes; and similarly Pietersen, *et al.*, (2009) argue that traits model are based on the assumptions that certain physical, social and personal characteristics are inherent in leaders. However, Nieuwenhuizen and Rossouw (2008) further acknowledged that in terms of the research, there is no evidence showing that some people are born leaders; whereas Nel (2000) argue that leadership traits will vary from one person to the other. Different leaders behave and conduct themselves differently within and outside the organisation simply because they all have got different background, raised and groomed differently, exposed to different education and career path including professional experience; and therefore, there is no one fits all recipe and formula for leadership.

However, both Hellriegel, Slocum, Jackson, Louw, Satude, Amos, Kloppe, Louw, Oosthuizen, Perks & Zindiye (2008) and Nieuwenhuizen and Rossouw (2008) argue that behaviour model focuses on what effective leaders do rather than on what they are, and looks at the difference in actions of effective and ineffective leaders. Moreover, Akers (2018) argues that a right leader is someone with experience, combined with the right personality characteristics, and similarly a good leader is the one with the ability to identify talented people, sustain them and inspire others. This denotes that regardless of our different circumstances, a combination of the right and

appropriate leadership traits and characteristics is crucial and essential for one to be an effective leader.

Likewise, Tripathi, Prabhakar & Liddle (2015) argue that leaders universally across national boundaries manifested dynamic, decisive, honest and trustworthy personas with an ability to motivate and network, and emphasise performance and achievements. Moreover, Turn and Baker (2018) argue that leadership style can be categorised into two types namely, task and relationship behaviour; a leader must be able to inspire followers to successfully accomplish a task at hand and also to have a sound and healthy relationship with followers; this will then work together towards organisational effectiveness (realising performance) and thus manifesting the qualities of leadership effectiveness.

According to Davison and Smothers (2015), Theory X and Theory Y have provided valuable insights into managerial styles, and have laid the foundation for many other theories of organisational behaviour and management since their initial conceptualization. In furtherance, Gurbuz, Sahin & Koksall (2014) argue that managerial assumptions and beliefs are important in determining manager's style of operating and work-related behaviours; and these assumptions are somewhat of pessimistic view of Theory X, and more positive view of Theory Y. Moreover, Theory X reflects that people do not want to work due to low morale and various demotivating circumstances (Davison and Smothers, 2015); and as a result that has negative implications on the performance of the organisation. However, in the contrary, Theory Y reflects that people bore fruits as self-directed work teams, self-management, job enrichment, and empowerment; and moreover employees typically have instinctual motivation to perform (Russ, 2011); meaning that there is a willingness to work for the organisation to realise performance. These behaviours or assumptions influence the manner in which employees perform in the course of their duties; and a deeper understanding from leadership point of view is of paramount important, so that the performance of the organisation can be positively affected.

In terms of situational or contingency model, the behaviour pattern of a leader define the leadership style, and this leadership style is developed over a period of time based on various factors such as experience, education and training (Nel, 2000). Furthermore, contingency theories argue that effective leadership is strongly related to the situation. Contingency theories vary considerably but look at the leader's behaviour as directly related to either specific work situation, or the abilities and characteristics of the followers (Pietersen et al., 2009).

Fiedler's Model states that it is difficult to change a leadership style with that the manager has already had great success with, but rather adapt the situation so that it suits the leadership style (Kroon, 1990). Moreover, Hellriegel, *et al.*, (2008) highlight Hersey and Blanchard's situational leadership as the one whereby the level of directive and supportive of the leader's behaviour being based on the level of readiness of the followers, and that the level of follower's maturity grows over a passage of time. Both Kroon (1990) and Nieuwenhuizen and Rossouw (2008) argue that in terms of Robert House Path-goal Model, the leader should inform the subordinate about the standards that should be maintained in order to achieve the objectives and further satisfy the performance. Moreover, a leader is expected to incorporate four leadership styles namely, directive leadership, supportive leadership, participative leadership and achievement-orientated leadership. According to Hellriegel, *et al.*, (2008), leaders-participative provides set of rules to determine the amount and form of participative decision-making that should be encouraged in different situations; whereas Nel (2000) argues that Likert's theory has four systems for organisational leadership that gives leaders some direction but provides for total participation and decision by consensus and majority; and are, exploitative autocratic, benevolent autocratic, participative and democratic.

Hellriegel *et al.*, (2008) argue that the type of leadership needed by top managers for tomorrow's organisations is transformational leadership. The ability to create a vision, set direction, implementation of strategy, motivate followers and realise performance is imbedded on transformational leadership. Moreover, Pietersen et al., (2009) argue that transformational leadership is about leading people to achieve performance beyond expectation resulting in followers feeling better and contributing to the greater



good of the organisation; and that is a holistic approach of leadership that in essence explains other leadership models. The transactional leadership is argued by Pietersen et al., (2009) as necessary component of management but is not enough for an organisation to achieve its full potential.

According to Nieuwenhuizen and Rossouw (2008) and Kroon (1990), a charismatic leader has got the ability to inspire, motivate and is determined to achieve a success. Moreover, Kroon (1990:368), argues that a charismatic leader has the ability to confidently communicate his ideas to followers and creates a feeling of excitement and adventure. Charismatic leaders have self-confidence to achieve success (Kroon, 1990; Pietersen et al., 2009).

## **2.4 EFFECTIVE LEADERSHIP**

Altmae, Turk & Toomet (2013) argue that leadership effectiveness and performance is based on the situational contingency; and that the leader must be able to analyse and influence the performance of followers under different conditions depending on the leader's leadership style. This therefore means the performance of any organisation is entirely depended on its leadership effectiveness. In addition, the relationship and interaction between the leader and followers is fundamental towards the success or failure of the organisation.

Wiley (2010) defines leadership effectiveness as the ability to give employees a clear picture of the direction of the organisation, the ability to handle challenges, a genuine commitment of producing high-quality products and services, acknowledging the performance of employees towards the success of the organisation, and the ability to inspire confidence in employees. Moreover, Collinson and Collinson (2009) argue that effective leadership is vital for improving the organisational performance. The Institute of Directors in Southern Africa (2009b:19) indicated that the board should provide effective leadership based on an ethical foundation.

Analoui, Ahmed, & Kakabadse (2010:57) defines effectiveness as the degree to which a manager achieves the output requirement of their job. Effectiveness is doing the

right things (Linna, Pekkola, Ukko & Melkas, 2010; Analoui, 2000). Furthermore, Klovien and Gimzauskien (2014) argued that environmental changes such as political, economic, social and technological changes both directly and indirectly affect organisational effectiveness. The notions of efficiency and effectiveness are at the heart of performance management, as they allow the delineation of managerial responsibilities and accountability for the achievement of interim and ultimate organisational objectives at different stages of service completion (Pollanen, 2005).

Leadership is simply the ability to turn a dream or vision of a desired future state into a reality with and through the cooperation of other people (Kehler, 2015). Spangenberg and Theron (2013) argue that leadership provides the overall direction of the organisation, and coordinates the other two streams of mission-strategy whereas the organisational culture drives the organisation forward. Both Kehler (2015) and Hill (2009) concur that a good leader is the one who clearly understands his/her strength and weaknesses, and that make them to be effective and efficient throughout. However, there are born leaders and people who are not born as leaders but honed their leadership skills through extensive practice in the execution of their duties (Hill, 2009), hence, Dickenson-Hazard (2015) argues that there are very few born leaders.

Leadership is the core of the organisation that embody the fundamental principles, norms and values and philosophies of the organisation (Dorton, 2010) and effective leaders are the ones who continuously engage their employees at all times (i.e. in prosperous times and challenging times) and consequently makes employees to feel being part of the organisation (team), valued and appreciated. Similarly, leaders who inspire belief in the organisation make it to be effective, and also produces better business successes and stronger bottom-line business performance (Wiley, 2010).

Similarly, Mendels (2012) describes effective leaders as people who focus on laser-like on the quality, hire well and on merit, and know how to retain the organisation's high performance through their staff. Furthermore, Hill (2009) describes an effective leader to be a good motivator, and be able to recognise the good work performed by the team, and encouraging the team for continuing doing a good work. This therefore

implies that effective leadership is fundamental on the inspiration of the followers in cultivating maximum performance as an ultimate outcome of the invested efforts.

Dickenson-Hazard (2015) thus articulates attributes of effective leader as having followers, leading followers to the right things, being highly visible and being intentional and authentic; similarly, Schafer (2010) articulates some of the attributes of an effective leader as goals achievements, instilling positive morale to subordinates, and subordinates achieving desired goals; whereas Analoui (2000) highlights attributes of effectiveness as competence, knowledge, skills, experience, motivation and training.

Aboyassin and Abood (2013) acknowledge that effective leadership styles play an important role in motivating employees and thus realise good organisational performance, however, on the contrary ineffective leadership is unethical and harmful to the organisation and the society; hence the effectiveness of a particular style of leadership depends on the relationship between the characteristics of the leader, the followers and the situation (Omoijiade, 2015).

Fioravante (2013) argues that through the use of charisma, ethical and moral reasoning standards, and the best practices, effective leaders is successful if and only if their followers can see the vision, comprehend the objectives and deploy the strategies as set forth by the leaders. When employees are being appreciated and valued, high performance levels in the organisation are realised, and that is a formula for good performance. Nusair, Ababneh & Bae (2012) indicate that the effective change of leadership is the one that enable followers to share the leader's vision and willing to commit themselves to accomplish the leader's direction; and that the lack of good leadership often results in weak or no motivation to employees to perform their tasks in an innovative and effective manner (Nusair, *et al.*, 2012:183).

Factors towards increased effectiveness includes recognition and appreciation from supervisors, money and salary, improving task performance, increased knowledge and managerial styles, promotional status, team work, job satisfaction, self-development and discipline, and ability and confidence (Analoui, 2000).

Thus Dartey-Baah describes (2015) effective leadership as fundamentally the practice of principles such as, building a collective vision, mission and set of values that help people focus on their contributions and bring out their best; establishing a fearless communication environment that encourages accurate and honest feedback and self-disclosure; making information readily available; establishing trust, respect and peer-based behaviour as the norm; being inclusive and patient, show concern for each person; demonstrating resourcefulness and the willingness to learn; and creating an environment that stimulates extra ordinary performance.

Table 2.2 shows the abridged details of the results of some of the studies conducted on effective leadership, its definition and expected characteristics. As illustrated, there seems to be similarities and consistency in some of the variables, and therefore that is what is expected out of a leader who is perceived to be effective in leading the organisation, including his/her application on aspects of corporate governance, leadership, restructuring, performance and compliance in addressing the organisational challenges.

Table 2.2 Comparison of Effective Leadership and Characteristics

Authors	David Collinson and Margaret Collinson (2009)	Augustine Agho (2009)	Marc Casavant and Sabre Cherkowski (2001)	Catey Hill (2009)	Jack Wiley (2010)
<b>Definitions</b>	Effective leadership is a vital element for improving organisational performance informed by the functionalist assumptions and focusing on the leader's behaviours and competencies.	Effective leadership is an art and science requiring skill and knowledge.	Effective leadership possess attributes such as knowledge, skills, attitudes and behaviours that cannot be developed through traditional administration.	Effective leadership is much more than simply giving assignments and direction, it requires vision, collaboration, planning, and practice.	Effective leadership is defined as the ability to give employees a clear picture of the direction the company is headed.
<b>Characteristics</b>	Provide clear direction	Straightforward	Has a vision	Develop a vision	Visionary
	Strategic	Competent	Supportive	Strategic	Engagement
	Inspirational	Inspiring	Good role model and lead by example	Inspires and motivates	Inspire and motivates
	Charismatic	Broadminded	Instructional leader	Participative and collaborative	Nimble and innovative
	Self-confident	Self-controlled	Self-reflective	Assess strength and weaknesses	Skills and actions
	Communication vision	Forward looking	Communicates well and frequently	Communicates	Communicates
	Trust	Honest	Approachable	Trust	Trust
	Belonging	Loyal	Respects confidentiality and professionalism	Team building	Loyalty
	Commitment	Determined	Well organised	Smart and harder	Commitment
	Risk takers	Intelligent	Risk taker	Takes risks	Quick to respond to threats

## **2.5 INEFFECTIVE LEADERSHIP**

Schilling (2009) describe ineffective leadership as leadership that does not contribute to the success of the organisation, and as such consist of behaviours, styles or traits that are more or less effective with regard to individuals (followers) and organisational goals. Leadership derailment represents a significant development challenge for employees and it is a major concern for corporate organisations desirous of managing the risk of leadership failure, and it is also regarded as ineffective leadership (Inyang, 2013). Elements of leadership derailment include leadership failure, executive derailment, bad leadership, managerial incompetence, and its consequences include low staff morale, low productivity, loss of organisational reputation, impediment of leader's career progression, demotion, termination of employment, early retirement, arrest and prosecution; hence it can be circumvented through executive coaching, development assignments, systematic feedback and self-awareness (Inyang, 2013).

Furthermore, Omoijiade (2015) indicates that the lack of good corporate governance and organisational politics are responsible for bad management and leadership ineffectiveness; and further organisational politics are those actions not officially approved by an organisation taken to influence others and decision makers with a view to furthering personal goals. Leadership derailment therefore has adverse consequences on the entire organisation, and thus it disables the organisation to be successful in a competitive business environment.

Omoijiade (2015) argues that leadership is a complex and subjective matter involving individuals in a complex web of relationships within complex organisations; and similarly Campbell (2013) pointed out that one of the global leadership challenges is managing the complexity of political and economic change, and that increasing global environment exposes leaders to many complex challenges; whiles Sturm, Vera & Crossan (2016) argue that leadership demands have been increasing because of increasing complexity and challenges of the global context in which leaders operate. Furthermore Cherian and Farouq (2013) indicate that the competitive advantage of a firm is determined by its internal activities, potential resources and capabilities.

Leadership is therefore dependent on a need to alter the status quo and leave today better than yesterday, but not as good as tomorrow (Fioravante, 2013), and it is therefore upon the incumbent of those in leadership positions to display and portray effective leadership qualities by eliminating any elements of ineffective leadership and unwanted characteristics that can derail a satisfactory performance.

## **2.6 INCONSISTENCY OF LEADERSHIP AND CHANGE**

Soebbing, Wicker & Weimar (2015) argue that there is very little evidence and research to support the idea that a change in leadership (inconsistency of leadership) changes expectations about a team's performance; and that one of the factors contributing to manager's dismissal is the expectation of performance. Moreover, Antwi and Analoui (2008) argue that the lack of necessary skills and well-managed public and private institutions for long-term (consistently) has implications on good governance; likewise Soebbing, Wicker & Weimar (2015) argue that when the organisation does not perform according to its internal forecasts, it reflects poorly on the ability of the manager, and that could lead to dismissal. Therefore, the good or poor performance of the organisation is entrusted upon leadership; and as such inconsistency of leadership somehow has an effect on the ultimate performance of the organisation.

Strategic leadership is crucial in ensuring that the organisation achieves its targets by envisaging the future with the present circumstances in mind, and paying attention to the short-term goals with an understanding of what is to be achieved in the long-term in mind (Rowe and Nejad, 2009). Therefore, leadership inconsistency will bring instability; and that frequent changes to the organisation could affect its performance either negatively or positively; hence negative performance usually results to dismissal of managers/leaders in most instances, due to the fact that underperformance will simply reflect bad/negative on that manager/leader.

Raelin (2012) indicates that democratic leadership, dialogue and deliberations should be encouraged at all times as a catalyst of realising participatory organisational change; whereas Fugate (2012) highlights that employees are the determining factors

of the ultimate success of change efforts in the organisation regardless of the type of the organisational change, and further explains that reasonable relationship with followers is an important determinant of change-leadership success. This means that as much as change has a potential of bringing instability in the organisation, it is however sometimes needed for a good cause of the organisation, hence it must be well introduced so that it can be well received. Hence Cangeni, Davis, Sand & Lott (2011) argued that organisations should experience less changes. However, Raelin (2012) argues that aspects such as employee's morale and emotions are critical towards their cooperative efforts in achieving a distinctive outcome; and of course if change is not well introduced, that can trigger the emotions and morale of employees negatively. Therefore, stable organisations are able to operate smoothly and maintain their competitive status and as a result render good services while its employees are settled and secured without any fear of change.

Raelin (2012) identified aspects such as collectiveness, concurrency, collaboration and compassion as fundamental towards organisational change as part of the democratic leadership; and at the same time, Fugate (2012) emphasises that successful organisational change requires consideration, integration and implementation of leadership, management and human resources management. This means that all affected employees should be consulted and be involved in the process of change. This is further supported by Fugate (2012:181) when indicating that creative leadership involves not only recognising the benefits of change, but also charting an inspiring new path that is motivational and considers employee reactions; and that other researches showed that employee involvement in the process of change fostered trust in management and predicted positive employee reaction to change, such as increased goal achievement and organisational commitment. However, be that as it may be, organisational change and development can either be detrimental or beneficial to the organisation including its employees, performance and the achievement of the strategic objectives.

Kooskora and Alas (2011) argued that changes can take place in different forms either being minor adjustments, significant improvements or even total reconstructions; and in the contrary, Lozano (2012) argues that there has to be perspective on strategies of organisational systems to overcome barriers to change to avoid incongruence.



Organisational changes are usually implemented when there is a change of strategy, and as such there is always a need for shrewd planning, implementation and evaluation; and that is the reason effective leadership is needed to champion and lead the change process.

Systems has to be put in place to detect and identify any aspects of potential crisis/negative impact to the effected change, and consequently that requires decisive effective leadership so that decisions to be effected are in the best interest of the organisation. Moreover, constant and careful attention to change management helps organisations to overcome difficulties, recover and develop further, hence that can be stressful and destructive especially if it is either mistaken or mismanaged. However, Kooskora and Alas (2011) argue that change of management or leadership is never an easy thing or process.

## **2.7 LEADERSHIP IN MUNICIPALITIES**

Leadership is essential throughout the entire hierarchy of municipalities in order to fulfil their different responsibilities to their constituencies including the legislated ones as per applicable legislations. A human factor plays a fundamental role of managing and running the affairs of the municipality, and that requires a total maturity and emotional intelligence, which is one of the key aspects that an effective leader should poses in order to be effective and efficient in the office.

Verheul and Schaap (2010) argue that dilemmas and challenges that confront mayors are arguably quite similar in fulfilling their leadership roles; similarly, Greasley and Stoker (2008) argue that a political leader is a facilitator who promotes positive interaction and a high level of communication among officials in city government, the public, and who also provides guidance in goal setting and policy making; whereas on the other hand Siegel (2010) argues that leadership in municipalities is complex as the incumbent must lead in all three different directions (subordinates, external stakeholders and councillors) simultaneously more especially the municipal chief administrative officer. E Sa and Kanji (2003) indicate the quality and impact of political leadership in municipalities is critically important.

Riverbank, *et al.*, (2016) argued that leadership is found in municipalities where mayors are pushing and insisting on initiatives such as strategic planning and economic development in addition to the organisational capacity for performance. However, in the contrary, the Institute of Directors in Southern Africa (2009b:11) argues that a key challenge for leadership is to make sustainability issues mainstream; and that strategy, risk, performance and sustainability have become inseparable in considering effective leadership hence integrated reporting is key as well towards realising effective leadership.

Furthermore, Verheul and Schaap (2010) indicate that leaders should take action in times of crises or uncertainty and resolve to take measures when political impasses arise. While Greasley and Stoker (2008) argue that leadership offered by the facilitative style is purposeful and has the prospect of providing some traction in finding solutions to a diverse urban problems and challenges in municipalities. Hence, Lundin, Oberg, & Josefsson (2015) argue that senior public managers in local administrations learn from similar local governments and from neighbours, more especially those that provide a high-quality service.

Siegel (2010), McLaurin (2008), Analoui, Ahmed, & Kakabadse (2010) and Verheul and Schaap (2010) argue that municipal leaders or managers should have authority and be able to influence their followers to achieve organisational goals and objectives. Additionally, Kehler (2015) regard a leader as someone who should be able to influence people to accomplish a particular purpose towards the success of the organisation. Hence, Spangenberg and Theron (2013) single out senior leaders and middle managers as the strongest influence on the implementation of organisational strategy and plans, as well as on the creation of formal business structures and processes.

Accordingly, different skills are required for the leader to be effective, and must have competencies and qualifications required for the task (Siegel, 2010; McLaurin, 2008). McLaurin (2008) indicates that effective leaders have a clear and definitive vision as to what performance ought to be and how it can be enhanced to reach that target, whereas similarly Analoui, Ahmed, & Kakabadse (2010) indicate that manager's

effectiveness should be assessed based on the level of motivation and morale of their staff.

Both Verheul and Schaap (2010) and Brookes (2014) argue that municipal/public sector leaders should be held responsible and accountable for their results and administrative actions, be transparent and operate in the public interest. Moreover, leaders may need to be strong and expressive in their performance, and that a future success strongly depends on the leader's ability to build a culture of continuous improvement (Verheul and Schaap, 2010; E Sa and Kanji, 2003). Leadership in municipality affects the link between individual effectiveness and organisational performance, and that the municipal chief administrative officer wears a variety of hats and must be able to switch those hats very quickly (Siegel, 2010).

Brookes (2014) argues that selfless leadership is more likely to lead to increased trust, confidence and legitimacy than selfish (or toxic) leadership; and that leadership is about doing the right thing, for the right people, in the right places and at the right time.

Spangenberg and Theron (2013) argue that top executives should not only be aware of what is happening in the external environment, globally, but should also proactively study the future and develop farsightedness. Therefore futuristic leadership has become increasingly important, while long-term visioning, forecasting and planning will have to become priorities for business enterprises and government departments alike.

Wiley (2010) argues that senior management needs to demonstrate that they are committed of providing high-quality products and services, employee training, supporting of employee, involvement of employees in decision making, and communicating truthfully, as these are critical aspects of motivating the performance.

## **2.8 FUNCTIONAL MUNICIPALITIES**

Metropolitan Municipalities are instrumental and fundamental in providing various sustainable services to the citizens and society at large in line with their constitutional and legislative mandates whereas on the other hand the Central and Provincial

Governments also fulfil their respective responsibilities in complementing the services rendered by the Local Government including aspects of cooperative government. Breeman (2012:23) argued that decentralisation works to achieve accountability on a local level because local government politicians have better feeling with people and issues, and that decentralised government and governance plays a vital role in local culture. Furthermore, decentralisation in government has proved to contribute to providing quality services to the people in a cost effective and cost efficient way because accurate information is available. Moreover, due to the proximity to the people and the physical area of legislation managerial autonomy and accountability can be increased (Breeman, 2012:23). This enable local authorities to be accountable and responsible to the local communities in ensuring that all the services are rendered to all the deserving communities as they are at the coalface of service delivery.

Zuo (2015:956) indicates that municipal governments have substantial autonomy and authority in spending, policymaking and implementation, and they are crucial players in urban governance. As such the process of different spheres of government working effectively together in fulfilling their respective responsibilities is achieved through intergovernmental relations which is a process that can be correctly and precisely achieved through effective leadership. Consequently, the provision of both the ordinary and specialised services should be achieved through the expertise, knowledge, skills, capabilities and resources entrenched in all these spheres of government to enable the successful and thriving infrastructure development, social development and economic growth of the country. Mahabir (2014) argues that municipalities in South Africa play a pivotal role in the provision of basic services to communities.

In functional municipalities, McLaurin (2008) argue that leaders establish targeted goals that are clear, written, and measurable, and that not only give verbal support for the organisational objectives but they provide clear, observable support in their day-to-day activities; and that municipality has got the ability to produce maximum outputs from minimum set of inputs (Mahabir, 2014). Furthermore, Garofalo (2000) indicates that for government to be effective, public managers must adopt business concepts, methods, and measures, in order to assess their potential impact on constitutional values. And at the same time, senior managers are aware of their own effectiveness

and better understanding of their effectiveness in paying attention to the identified parameters and contexts in which they perform their tasks (Analoui, Ahmed & Kakabadse, 2010); whereas on the other hand public servants are accountable not only for what they do but for how they do it, including the administering of funds to account for every penny (Garofalo, 2000).

Mahabir (2014) argues that for local government to be effective in the delivery of basic services, it is important that municipalities are well funded to fulfil their obligations, and this is one of the key element of functional municipalities amongst others. Similarly, strong local governments manage problems very well (Gazell, 2000); and the leadership communicates and praises excellent work done by subordinates (McLaurin, 2008). E Sa and Kanji (2003) argue that critical success factors for leadership excellence are given special attention in functional municipalities; and that cooperation between political and managerial is essential for the success of the municipality; and that political leadership and senior management degree of trust is essential and crucial.

De Waal and Gerritsen-Medema (2006) argue that effective and efficient performance management is translating the municipal strategic objectives into critical success factors and key performance indicators per department; and similarly Gomes and Lírio (2014) argue that the success of balance scorecard is based on the support of top and middle management, aimed at keeping the society confident and satisfied on the performance of the public servants. Mahabir (2014) argues that municipal performance can also be measured in terms of the effectiveness of local government operations and service provision.

The smooth running and operating of municipalities provides the enabling environment to the private sector to come and invest in that particular municipality and that will further create jobs and improve the economy in that particular environment. Ultimately that is in consistent with the argument of Corin and Bjork (2016:3) in saying that a well-functioning management is a precondition for a healthy and productive organisations. Metropolitan Municipalities are the principal drivers of the economy through the provisioning of the bulk infrastructure to enable the economic landscape which has got

direct impact on the deliverance of the social goods and services to ensure quality of life and sustainable service to the communities and societies.

## **2.9 DYSFUNCTIONAL MUNICIPALITIES**

Municipalities are faced with a variety of complex challenges and situations of which some are similar across most of the municipalities, especially the governance, continuous restructuring and reforms, including meeting of their strategic objectives; whereas some are of technical in nature and results from the capability and capacity of that particular municipality. Ncube and Monnakgotla (2016) argue that local government in South Africa is facing a myriad of challenges that include poor economic growth and high levels of unemployment and poverty; and furthermore a third of municipalities in South Africa were classified as dysfunctional and unviable (whatever the definition), while another third are at risk, and the remaining third are functional and viable.

Similarly, lack of formal and technical qualifications is reflected as one of the challenges faced by municipalities (Mozambique. United Cities and Local Government, 2008). However, the average level of education of the vast majority of personnel working in the municipal councils is little more than primary education, with a few having nearly completed secondary (Mozambique. United Cities and Local Government, 2008). In furtherance, Reichard (1998) defines education as pre-entry preparation for future public servants while training is a narrower instructional process which takes place after recruiting. It is therefore important for the existence of a balance of both the education and training as they are necessary to ensure that senior public sector leaders possess the right mix of competencies, skills, and knowledge to discharge their duties (O'Neill, 2015:71).

McLean and Boren (2015) indicate that broken governance structure does not provide clear leadership to the municipalities but rather ineffective support for municipalities, and furthermore, inability of the federal and provincial government to provide clear leadership to the municipalities result to these municipalities been ineffective; whiles

congruently, Ihrke, Proctor & Gabris, (2003) argue that credible leadership is a vaccination of dysfunctionality in the municipality.

The Institute of Directors in Southern Africa (2009a) indicates that corporate governance requires effective and responsible leadership to ensure that the company is run ethically, in a transparent and accountable manner; and that good corporate governance is essentially about effective and responsible leadership, which calls for integrity, transparency and accountability. Bozec and Dia (2007: 1734) refer to corporate governance as the process and structure for overseeing the direction and management of a corporation so that it carries out its mandate and objectives effectively. Moreover, Kanyane and Sausi (2015) argue that strict adherence to and enforcement of corporate governance principles is required. These aspects of corporate governance are therefore fundamental and non-negotiable to local government and municipalities.

E Sa and Kanji (2003) indicated that for the fact that managerial leadership is often politically appointed creates additional problems in local government, which of course contribute to dysfunctionality in municipalities. Therefore, the involvement and contribution of politicians cannot be ignored nor ruled out as part of the contributing factors for dysfunctional municipalities in one way or the other. Less leadership credibility (Verheul and Schaap, 2010) and municipal official's conflict of interest and dishonesty contribute to the dysfunctionality of municipalities (Ihrke, Proctor & Gabris, 2003). Furthermore, Howard, Foster & Shannon (2005) argue that senior managers are elected on the basis of their popular approval rather than selected strictly on the basis of their professional competence, and their mistakes tend to be more publicized, jeopardizing their ability to engender respect from public employees.

Hede (2011) argues that municipal decision-makers need to be prepared for and be able to handle different crises, whenever they occur, and that decisions can have severe consequences, which can lead to dysfunctionality of municipalities. It is worth noting to highlight that decisions are being taken regularly and on a daily basis in municipalities, and it is therefore crucial and fundamental for a well-thought, wise, interrogated and appropriate decisions to be taken due to the impact these decisions could bring to both the municipality and the community.

Moreover, McLean and Boren (2015) highlight that never-ending stream of regulations and vague expectations coming down from the provincial and federal governments are being downloaded to municipalities with no funding support and as such add to ineffectiveness of these municipalities. Local government is a highly regulated environment, and a full compliance to some of the applicable legislations will require dedicated funding or support from either the provincial or national government towards enabling municipalities to can always be on the right side of the law.

Inadequate budget and unbalanced funding increases the stress and strain to municipalities, and makes them to be unviable (McLean and Boren, 2015; Ncube and Monnakgotla, 2016), and similarly Analoui, Ahmed & Kakabadse (2010) and Antwi and Analoui (2008) argue that constraints factors such as lack of resources and people attitude create limitations to the manager's actions; and that local governments are under increasing pressure do more with less (Ihrke, Proctor & Gabris, 2003). However, in the contrary, Vakkuri (2010) argue that public managers must improve the performance of public sector systems by making more use of the resources available.

Rivenbark, Fasiello & Adamo (2016) argued that some of the municipalities in the United States (US) were more inclined to track and report output measures, rather than on efficiency and effectiveness measures. Furthermore, one of the conclusions of the research conducted by Rivenbark, *et al.*, (2016:778) argued that smaller local governments lack the organisational capacity for adopting and implementing performance indicators.

Pasternak and Bogus (2010) argued that privatisation exacerbated the growing of inequality of access to services and infrastructure that ensures urban well-being with regard to quality. Unlike the private organisations that are purely profit-making orientated and focused on declaring and sharing of dividends to shareholders, municipalities are not driven from a profit orientation perspective but rather to support and enable the state to fulfil its mandate of social responsibilities to the citizens with of course a pocket-sized operational profit of ensuring self-sustainability and funding.

Grand dependency and continuous reforming or restructuring of municipalities contributes immensely to the dysfunctionality of municipality (Ncube and Monnakgotla,



2016), and that municipalities perform poorly on service delivery (Mahabir, 2014); and that public managers face harder challenges than their business counterparts (Gazell, 2000).

## **2.10 ORGANISATIONAL LEADERSHIP**

There is a significant literature by various authors focused on different aspects of leadership. Kroon (1990) describes leadership as the human factor that leads an institution towards realising goals through the voluntary co-operation of all the people in the business making meaningful contribution to achieve the objectives, whereas both Nieuwenhuizen and Rossouw (2008) and Sloof and Von Siemens (2018) describes it as the ability to influence people, either individually or in groups, to attain organisational goals, and similarly Nusair, Ababneh & Bae (2012) indicate that leadership is an important factor and a powerful source of influencing employees in the organisation. On the other hand, Chemers (1997) explains leadership as a process of involving more than two people focused on a particular task with particular intentions proportional to the social aspects, and therefore a good leader should be an individual who can read and understand social aspects of other people in order to be able to influence them towards the accomplishment of the task at hand. Moreover, Ejere and Abasilim (2013) define leadership as a body of people who lead and direct the activities of a group towards a shared goal; whereas Vadim Dumitrascu (2014) describes leadership as a function that requires synchronisation and adjustment of numerous aspects such as organisation systems and resources towards implementing the vision of the organisation.

Traditionally, leadership has evolved from attributes such as unique abilities and skills, personality and physical traits, behaviours, strategies, transformational leadership and now lately to team performance (Chemers, (1997). The importance of relationship between leadership styles and employee commitment styles in the organisation is critical towards the performance of the organisation as highlighted by Garg and Ramjee (2013), and congruently Chemers (1997) regards a leader as someone with effective intelligence that involves accumulation of knowledge and skills in previous environments and thereby continuing gaining more in new environments to enhance the existing knowledge and skills for developing new solutions in advancing the new

environments. Garg and Ramjee (2013) argue that leadership is a critical factor in the success or failure of an organisation; while Sloof and Von Siemens (2018) argue that leaders need good followers in order to realise a successful implementation. Therefore, it is of paramount importance for a leader to apply his/her leadership skills, experience and knowledge accumulated over time since that is an instrumental tool towards his/her success or failure in steering the organisation.

## **2.11 TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP**

Obiwuru, Okwu, Akpa & Nwankwere (2011) argue that transformational and transactional leadership is most prominent are among the theories of leadership and motivation in relation to effective organisational change management. Likewise, Garr and Ramjee (2013) argue that both the transformational and transactional leadership behaviours have got direct influence on the commitment (i.e. affective, continuance and normative) and the feeling of employees about the organisation which ultimately will link to the overall performance. Furthermore, Spangenberg and Theron (2013) cite transformation to transactional paradigm as a manner of facilitating sound understanding of the difference between leadership and management. Therefore, the attributes of transformational and transactional leadership play an important role as the determining factors of the commitment of employees towards excellent performance in realising the objectives of the organisation.

This is in line with Rowold and Borgmann (2013), in their argument of saying that all empirical transformational leadership is strongly and positively related to transactional leadership. Moreover, both Nyengane (2007) and Nusair, *et al.*, (2012) concur that there is a correlation and positive relationship between the transformational leadership behaviours and commitment; and that both transformational and transactional leadership behaviours do play important roles in determining the levels of affective commitment, continuance commitment and normative commitment. Eichstadt (2013) argues that transformational and transactional leadership appears to play a vital role in the nature of leadership for modern-day organisations. Moreover, Ejere and Abasilim (2013) study revealed that both transformational and transactional leadership has a significant positive impact on organisational performance.

### 2.11.1 Transformational Leadership

Dartey-Baah (2015) argues that transformational leadership epitomises the ideal style of leadership demanded of leaders by organisations and followers, due to its significant impact on organisational outcomes such as employee job satisfaction.

Both Van Eeden (2005) and Nusair, *et al.*, (2012) highlight four dimensions of transformational leadership as (i) *individualised consideration* (the leader gives personal attention to his or her followers and act as a mentor), (ii) *intellectual stimulation* (the leader is creative, innovative, applies critical thinking, and articulates the swot analysis of the organisation), (iii) *inspirational motivation* (the leader inspires and motivates his or her followers) and (iv) *idealised influence* (the leader behaves as a role model to his or her followers). In addition, Cherian and Farouq (2013) further point out that transformational leadership style has direct correlation with the satisfaction of the employees, and that the staff is extremely motivated by leaders to achieve the organisational goals and to make their organisations successful.

Furthermore, transformational leadership is regarded as the most well-known leadership style that is suitable for dynamic environment to enhance innovation (Nusair, *et al.*, 2012). The results of the study conducted by Ilic-Balas (2013: 234) shows that transformational and contingent reward leadership styles tend to have positive influences on how people feel, how they perceive their leader's trustworthiness, and how much they trust their leaders, while the MBE-active style had little impact on followers, and passive avoidant, perceived machiavellian, and pseudo-transformational leadership styles tended to negatively impact people's feelings, trustworthiness perceptions and trust in leaders. Avolio, Walumbwa & Weber (2009) argue that transformational leadership correlates with loyalty and effective leadership. Furthermore, Sandbakken (2006) argues that there is a strong positive relationship between transformational leadership and performance.

### **2.11.2 Transactional Leadership**

Transactional leadership involves a transaction between the leader and followers and is based on contingent reward and management by exception (Van Eeden, 2005; Sloof and Von Siemens, 2018; Dartey-Baal, 2015). Similarly, Ejere and Abasilim, (2013) and Dartey-Baal (2015) indicate that transactional leadership consist of behavioural factors which are (i) *contingent reward* [where the leader provides reward to followers on the task completed or performance] and (ii) *management by exception* [where the leader actively monitors performance for errors (active), wait for errors to occur and then takes corrective actions (passive)]. Equally, Dartey-Baal (2015) argues that transactional leadership is founded on a contractual agreement between a leader and his/her followers, and that performance standards coupled with the establishment of reward and punitive systems are enforced to realise positive work behaviours and then discourage negative ones. Furthermore, Van Eeden (2005) further indicates that in transactional leadership, the leader discusses what is required with the followers, explains how to meet the requirements, and specifies the criteria for effective performance and the positive rewards the followers will receive if they fulfil these criteria.

### **2.12 INDIVIDUAL CAPABILITIES AND ABILITIES**

Vadim Dumitrascu (2014) indicates that leadership seeks to identify the best operational and strategic context in utilising the available resources optimally to achieve operational efficiency of the organisation; and that simply denotes that leadership performs a critical function that is directly proportional to the success or failure of the organisation. In other words, the successes and failures of the organisation is proportional to its leadership distinctive characteristics which include capabilities and abilities; and Wiley (2010) complements this statement by indicating that the success of the organisation is dependent on the skills and actions of its leadership. Furthermore, Fioravante (2013) pointed out that leaders are ultimately responsible for the livelihood and extended care of their followers and thus a leader cannot lead without followers, and furthermore leaders who tend to have moral

literacy, in a positivist sense, will have a propensity to have stronger connection with their followers.

Hill (2009) highlights the aspects of leadership skills as communication, team-building, vision, planning, risks taking, motivating and delegation; and whereas Kehler (2015) reflects characteristics of great leaders as trustworthy, ethical, good, honest, high personal standards and upright. Hill (2009) in situational leadership to manage the situation effectively indicates that if the group is unwilling and unable, then the leader should be extremely hands-on, providing a lot of help, structure, direction and encouragement to the group. If the group is willing but unable, the leader can be more of a coach, providing direction, guidance and inspiration. If the group is willing and able, the leader can be more of a delegator. If the group is unwilling but able, the leader should focus on building relationships and motivating employees.

## **2.13 ORGANISATIONAL GOALS AND OBJECTIVES**

Organisational objectives are derived from the formulated organisational strategies which serve as a yardstick of the organisation within a defined period of time through the realisation of maximum performance. Kroon (1990) argues that objectives must be clearly formulated, be defined in terms of quantity and quality, be specific and concentrate on important aspects, and that the tendency of formulating easily measurable and visible objectives must be avoided at all costs. Organisational goals and objectives on every level of the organisational are compounded, integrated and aligned to each other towards the overall goals and objectives of the organisation.

Aziz and Fady (2013) pointed out that setting clear goals that follow the organisation's mission and vision can direct managers towards better decision making, and furthermore goals are resolutions to achieve a desired result, where they provide a clear understanding of what the company is striving to accomplish based on the organisational mission and strategic objectives. Goals and objectives describe the results that the organisation should achieve over the long and short term (Kroon, 1990) and congruently Shelley (2015a) indicates that the brain reacts negatively to unmet expectations, but it however reacts positively to an exciting new goal, and furthermore

staff can be engaged to help set new goals and develop new procedures (Shelley, 2015b); whereas on the other hand Ejere and Abasilim (2013) indicate that a leader influences organisational members to contribute efforts willingly towards the accomplishment of pre-determined goals and objectives. Fioravante (2013) argues that leaders based on prior experiences, share the aptitude to provide the appropriate situational framework to the followership which undoubtedly has linkage to goals and objectives.

Boachie-Mensah and Dogbe (2011) indicate that inequalities in the administration of compensation may affect the objectives of the organisation, and that compensation is directly proportional to the performance; whereas employees considers compensation as a return for services rendered, and thus compensation can be structured into both the intrinsic and extrinsic rewards. This means that the realisation of the organisations objectives is dependent on the commitment of followers as a result of effective leadership qualities applied by an effective leader. Consequently, Wu and Lin (2013) highlights the effective business strategies and efficient operating competency as fundamental aspects of consideration in ensuring the achievement of the strategic goals and obtaining favourable business performance. Furthermore, the effective application of resources could turn strategies into specific actions to fulfil the strategic goals that are reflected in the business performance manual.

Al-Hakim and Hassan (2013) state that the success of organisations depend on the efficient management of internal and external knowledge sources to adapt to the change that occurs in the environment; whereas in contrary the inability of managing the human components could disable the organisation to achieve its goals and objectives (Okon, Asu, Antigha & Dia, 2012). The findings of the study conducted by Mounir, Mohamed, Vasilya & Mousa (2012) suggest that decision makers and strategic planners are constantly required to pay particular attention to their own organisational objectives. It therefore means that setting of clear organisational goals and well communicated vision is one of the first step of solving problems in the organisation (Aziz and Fady, 2013); and that the realisation of the strategic objectives of the organisation is vested upon the quality and character of its leadership; and in addition Vadim Dumitrascu (2014) emphasise relation network which includes the quality of interaction and communication between all members, motivation and

organisational values as the epitome of achieving a vision of the organisation and thus realise a satisfactory performance. Sufficient and appropriate organisation's systems and resources will thus improve the efficiency and effectiveness of the organisation in achieving its vision, mission, goals and strategic objectives.

## **2.14 PERFORMANCE MANAGEMENT**

Wadongo and Abdel-Kader (2014:683) define performance as the past, present or future accomplishment of a given organisational task or dimension measured against pre-set known standards of accuracy, completeness, value, or time; and that performance planning and measurement are essential in performance. Similarly, Nel (2000) describes performance management as achieved through the creation of an environment in which employee's performance can be optimised to achieve organisational objectives. Wadongo and Abdel-Kader (2014) illustrate that performance planning include aspects such as vision, mission, objectives, goals, key success factors, strategies and plans; whereas performance measurements include identification and definition of key performance domains and indicators, performance targets, data collection, rewards and incentives. Saasongu (2015) refers to organisational performance as the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival; and that organisational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry; Similarly, Khan, Bukhari & Channar (2016) argue that organisational performance means the ability of an organisation to achieve the objectives of increased profits, enhanced quality product, greater market share, financial results, and survival using relevant strategy for action.

Baird and Su (2018) and Healy, Ledwith & O'Dwyer (2014) argue that performance measures are important due to their interaction between non-financial and financial-based measures; while Healy, Ledwith & O'Dwyer (2014) highlight four distinct performance areas as (i) customer acceptance, (ii) financial performance, (iii) product-level measures, and (iv) firm-level measures. It therefore means that performance should be assessed, evaluated and measured on certain indicators/numbers or set

targets. Moreover, Baird and Su (2018) indicate that multi-dimensional performance is achieved through the principles of a balanced scorecard. Leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance (Saasongu, 2015).

Metropolitan municipalities are accountable to the citizens who elect their government to represent them and fulfil their respective political mandates, and of course the very same citizens pay for the running of municipalities through rates, taxes and services. Therefore, performance of municipalities has to be on par in order to satisfy their customers and further instil confidence in their respective communities.

Wadongo and Abdel-Kader (2014) argue that organisational effectiveness is a measure of organisational success (performance); and that organisational effectiveness is the extent to which the organisation accomplishes its mission and meet its objectives and goals. Likewise, Wu and Lin (2013) indicate that the organisational performance consist of aspects such as organisational system, process, and performance evaluation, including leadership, decision making, process improvement, logistic support, incentive measurement, innovative learning, and risk management.

Nankervis, Stanton & Foley (2012) indicate that organisational outcomes such as profitability, productivity, return on investment, efficiency, and competitiveness are often cited when assessing the links between employee performance and organisational effectiveness. Whereas on the other side, variables such as predecessor employee, organisational characteristics, environmental conditions, together with the designed pay system and job characteristics have influence on the performance outcomes of the organisation (Boachie-Mensah and Dogbe, 2011). Furthermore, the organisation performance directly represents the output of product and services, utilisation of human resources, growth of sales, and transaction frequency with customers, while profits or goal achievement are final test of profit making, employee performance, and organisational effectiveness.

Elements such as coaching and appreciation encourage employees to continue performing satisfactory for the organisation, and that recognition and rewards is a



powerful weapon that keeps employees motivated and encouraged at all times. Similarly, Wiley (2010) indicates that on-going communication and regular feedback are critical for improving performance. Tanlamai and Jutta (2011) indicate that there should be a link between performance management systems and risk management systems of the organisation. Both systems complement each other in monitoring and evaluating the performance of the organisation and further guard against the inefficient use of resources, and uncertainties that can be catastrophic to the performance of the organisation. In addition, positive employee's morale has a significant impact on the organisations performance in achieving its strategic objectives and support of the organisation's change. Similarly Spangenberg and Theron (2013) highlight that a changing business environment requires new leadership skills that are associated with the demands of the future, and that leaders must therefore have insight into the future and accept the nature of possible future scenarios with its corresponding responses.

The alignment of the business and human resource management strategies leads to improved organisational performance (Nankervis, Stanton & Foley, 2012); while human resources are the backbone for a firm; hence the works on developing skills and management are the main subject placed before human resources (Cherian and Farouq, 2013).

Appropriate coordination, operation, environment and business strategies yield remarkable effects on organisational performance, and that there are significant correlations among business strategies, organisational culture and organisational performance (Wu and Lin, 2013); congruently Aziz and Fady (2013) pointed out that most businesses require their employees to meet targets, upon which employee's performance could be evaluated, and thus the success of a business will depend on its long-range goals for sales, profits, competitive position, development of personnel and industrial relations that require improvements on regular basis.

Cherian and Farouq (2013) argue that there is a direct impact of leadership style on the performance of the organisation, and furthermore leadership style is related to the level of financial performance of the organisation. Similarly, Jabeen, Cherian & Pech (2012:37) indicated that employee personality and effective leadership are considered to be key variables that impact the performance of organisations. Investigation

conducted by Shelley (2015b) shows that employees mood is tied to the performance which means that people in high good moods perform better, set higher goals and persist at them; similarly Teoh and Chong (2007) argue that performance is a function of ability, motivation and opportunity. This concept is therefore directly proportional to the morale and motivation of employees in the sense that employees with high good moods will thus have high morale, and that the resultant of this proportionality leads to satisfactory performance and realisation of the set objectives.

Boachie-Mensah and Dogbe (2011) describe performance-based pay (PBP) as a compensation scheme that links employee performance with pay, and that the study conducted on performance-based pay concluded it as fair, motivating and supports the meritocratic philosophy of compensation. Furthermore, performance-based pay can be categorised into merit pay and incentive pay, where merit pay relates to compensation of individual employee's performance based on the assessment done by management, and incentive pay relates to compensation on performance achieved such as meeting a set particular target. And thus organisations are likely to lose good employees leaving to other greener pastures if the total compensation package is not perceived as internally equitably, and externally competitive. However, performance bonuses with integrated and well-structured performance management systems has got potential of retaining employees in the organisation Nankervis, *et al.*, (2012).

Therefore, organisations should develop appropriate performance-based strategies to achieve competitive advantage and that the standards of performance and reward associated with different levels of performance should be determined beforehand (Boachie-Mensah and Dogbe, 2011). Performance-based pay is supported by performance appraisal in assessing the performance of the employees, and thus the performance appraisal should be carried out in a professional manner to avoid biased and negative assessment of employees as that can affect performance system of the organisation negatively. Furtherance, the results of the research conducted by Boachie-Mensah and Dogbe (2011) revealed that the effect of performance-based pay is minimal when coming to performance of employees, hence performance appraisal has got substantial contribution.

Boachie-Mensah and Dogbe (2011) cite employee motivation as key to the overall effectiveness of an organisation, whereas motivation is regarded as psychological force that determine the direction of a person's behaviour in an organisation, and in furtherance employee's motivation is key to the overall effectiveness and performance of the organisation. Boachie-Mensah and Dogbe (2011) further indicate that employee's morale goes down and they become demotivated if their dignity as human beings is not respected, and that has got negative impact of the overall performance of the organisation. However, the incentive packages and performance-based pay are motivating to employees and will keep their morale and thus realising the required performance in meeting the targets of the organisation throughout. Nankervis, *et al.*, (2012) cites customer service and employee satisfaction as indicators of organisational performance. Leaders are therefore responsible for the creation of a vision-directed, high performance organisational culture, with appropriate strategy and suitably qualified, high-quality human capital required for implementing the vision and strategy (Spangenberg and Theron, 2013).

Both Nankervis, *et al.*, (2012) and Boachie-Mensah and Dogbe (2011) agree that attributes such as skills and abilities of employees have significant contribution to the performance of the organisation; and congruently Campbell (2013) identified individual competencies, characteristics traits, knowledge, skills, and abilities in understanding the substance of effective organisational leadership as part of traditional developed theories in addressing domestic organisational challenges. Employees regard the skills and abilities as well as education and training acquired over a period of time as a personal worth that the employer must meet (Boachie-Mensah and Dogbe, 2011); and at the same time leaders need to have a sense of confidence and fittingly, well-developed social skills (Fioravante, 2013). Therefore, performance cannot be separated from the application of appropriate skills, knowledge and capabilities from those in the helm of the organisation.

Team members should be valued and appreciated at all times as that will serve as intrinsic motivation to employees towards producing the maximum performance (Hill, 2009). Furthermore, Riverbank, Fasiello & Adamo (2016) argued that performance management does exist in local government to improve the service rendered, and that

it is eminent when necessary leadership and higher-order measures of efficiency and effectiveness are in place.

Jablonski (2016) argued that sustainable business model often ensures performance and that further balances the objectives of the stakeholders and shareholders, whereas Riverbank, *et al.*, (2016) argued that performance management should be embedded in management strategic goals and objectives of the organisation to track the quantifiable outcome. Performance targets include the level and quality of service, management and operational efficiency, financial and investment requirements, and institutional improvement (OECD, 2006:5).

Riverbank, *et al.*, (2016) argue that performance data can be used as a reference guide for service development and also in taking of decisions, and that large organisations are likely to adopt performance management systems. Scholars have promoted the utility of performance measurement for reasons of planning, budgeting, service improvement, accountability, and transparency and have identified possible strategies to overcome the organisational barriers of the management tool like cost of adoption, validity and reliability of measures, and reporting fears from managers (Riverbank, *et al.*, 2016:766).

Benchmarking in performance management is essential in local government, and municipality officials should compare their municipality's performance with other fellow municipalities in order to identify areas of similarity and do comparisons, and thus adopt the best performance measures. Furthermore, performance management should be embedded in the day-to day operations and activities of the organisation, whereby a specific measure is used to track the outcome of a quantifiable objective.

## **2.15 MOTIVATION OF THE RESEARCH**

Municipal leadership is faced with a myriad of complex challenges and difficulties both administratively and politically in discharging their duties of ensuring that service delivery reaches the deserved respective communities and the society at large. Some of these complex challenges faced by municipalities are similar across most of the

municipalities, and includes aspects of governance, reforms, continuous underperformance, failure to achieve the strategic objectives, frequent leadership inconsistency due to various factors, lack of oversight, and non-compliance to legislations.

Although there are pockets of effective leadership in some of the municipalities which result to good performance and meeting of the strategic objectives; that equates to an absolutely bare minimum, and as such majority of municipality are dysfunctional and consist of ineffective leadership. Previous researches on municipal leadership and functionality of municipalities are inconclusive on various aspects, and as such there is a need for an investigation on the correlation of effective leadership consistency in municipalities and its influence on the strategic objectives and performance.

## 2.16 HYPOTHESIS PROPOSITION

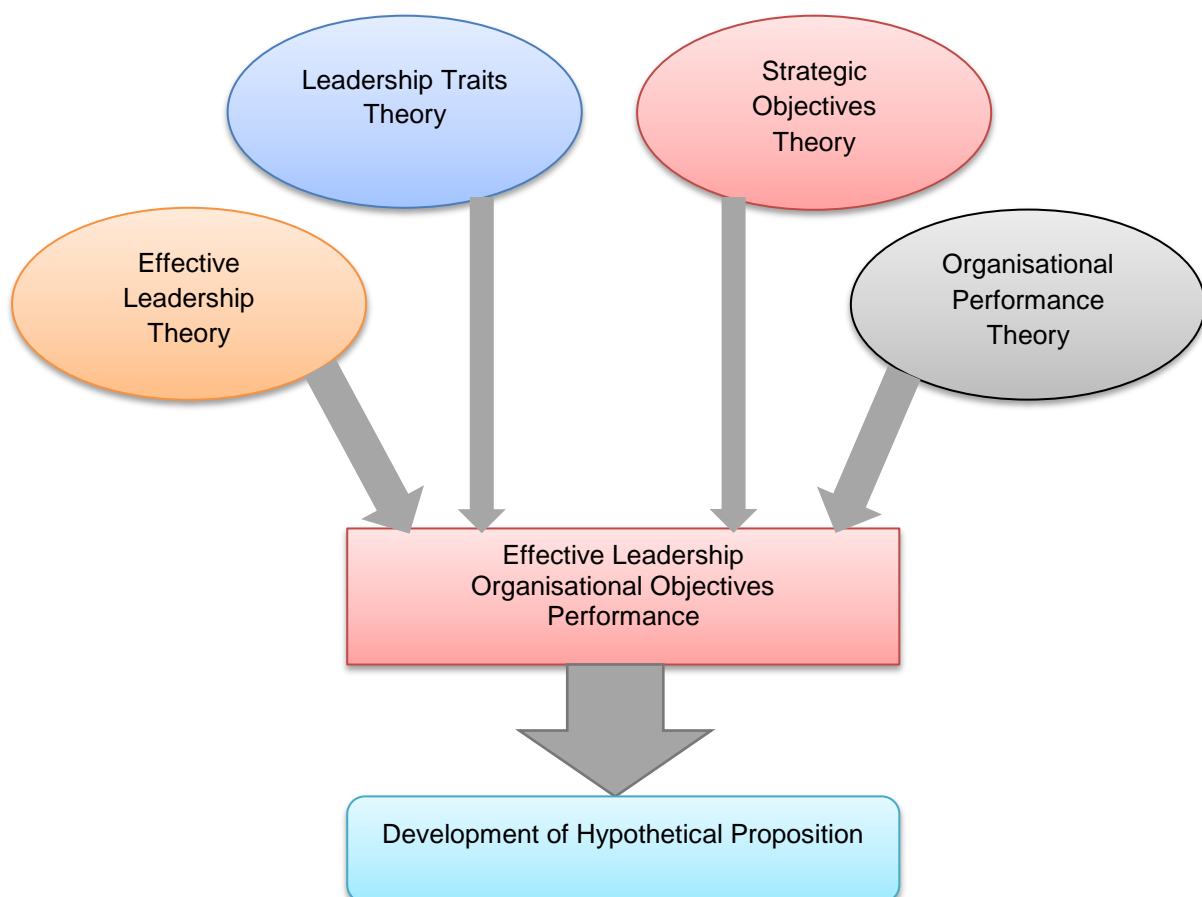


Figure 2.1: Hypothesis Proposition

Figure 2.1 shows the theoretical underpinning the research including the identified central constructs instrumental in developing the hypothesis of the research study. Consequently, the following hypothesis were thus deduced for this research study with respect to theoretical considerations and the contemplation of the research constructs:

- H<sub>01</sub>: Consistency of leadership in the organisation does not correlates with effective leadership.
- H<sub>a1</sub>: Consistency of leadership in the organisation correlates with effective leadership.
  
- H<sub>02</sub>: Consistency of effective leadership in the organisation does not correlates to the achievement of the strategic objectives.
- H<sub>a2</sub>: Consistency of effective leadership in the organisation correlates to the achievement of the organisational objectives.
  
- H<sub>03</sub>: Consistency of effective leadership in the organisation does not correlates to the realisation of performance.
- H<sub>a3</sub>: Consistency of effective leadership in the organisation correlates to the realisation of performance.

## **2.17 CONCLUSION**

There has been numerous studies conducted by various researchers, scholars and authors on issues related to local government and municipalities. The literature reviewed reflected on several aspects of leadership theories and models, and their association on particular aspects of effective leadership, organisational performance and strategic objectives, in focusing on local government and municipalities. Common eminent issues affecting municipalities locally and globally have been highlighted as continuous reforms and restructuring, leadership challenges, underperformance, resources constraints, inefficiencies and ineffectiveness, regulatory issues, lack of oversight, non-compliance to legislations, et cetera. However, the literature has been silent and inconclusive, and nothing much has been explored and highlighted on the influence and impact of leadership continuation (consistency) in municipalities and its

correlation/relationship with effective leadership especially in consideration of the achievements of the strategic objectives and performance. The next chapter has therefore focused on the research methodology to be explored for the research study, as an engine and force to drive this study towards reaching its ultimate destination.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

The previous chapter reviewed the literature relating to effective leadership, organisational performance and strategic objectives as part of the fundamental constructs of the research. This chapter will therefore outline the research methodology to be used and explored in testing the hypothesis and analysis of the data.

#### **3.2 RESEARCH DESIGN**

According to Saunders, Lewis & Thornhill (1997), explanatory research establishes a casual relationship between variables. Furthermore, Hussey and Hussey (1997) indicate that explanatory research aims to understand phenomena by discovering and measuring casual relations amongst variables. Similarly, Sekaran (2003:124) refers to explanatory research as a hypothesis testing in that is undertaken to explain the variables in the dependent variable or to predict organisational outcomes. Therefore, the study is described as explanatory research in which the relationship between the effective leadership, strategic objectives and consistency towards realising the required performance was explained.

The combination of both quantitative and qualitative methods was used to complement the strengths and overcome weaknesses and limitations of each method in collecting the data, hence quantitative method was the mostly used method in the research. Both Brannen (2005) and Ihantola and Kihn (2011) indicate that mixed methods research offers researchers many opportunities of dealing with the data. Likewise, McCusker and Gunaydin (2015) indicate that mixed methods offer unique opportunities to contribute to the empirical literature on key aspects, and that mixed methods designs can provide pragmatic advantages when exploring complex research questions. This is further supported by Zohrabi (2013) when indicating that researchers can obtain



information through different procedures to heighten the dependability and trustworthiness of the data and their interpretation.

Integration of both quantitative and qualitative approaches coincides with the principles of triangulation as it clearly stipulates that no single method can fully explain or describe a phenomenon (Coldwell and Herbst, 2004); and similarly Nilsson and Chroneer (2015) state that triangulation is one way of enhancing trustworthiness of data collected in mixed methods. Furthermore, triangulation enhances the research reliability and validity. Bergman (2008) describes triangulation as a design in which quantitative and qualitative data are collected and analysed in parallel and then merged together to develop a more complete understanding or to compare the different results. It is always important and advisable to combine both methodologies as they all have different advantages and disadvantages when comes to data collection and simultaneously complementing one another due to their respective strengths and weaknesses. However, the study explored and focused more on quantitative approach than qualitative approach in testing the hypothesis whiles establishing a solution to the problem.

Thus, this study has applied a mixed method research study and explored the combination of both quantitative and qualitative methods to precisely complement the strengths and overcome weaknesses and limitations of each method in collecting the data, hence the quantitative method was mostly used. A sequential explanatory mixed method design was applied for the study where the collection and analysis of quantitative data was followed by the collection and analysis of qualitative data. The priority was given to the quantitative data, and the findings were integrated during the interpretation phase of the study. This method was used to help explain, interpret or contextualize quantitative findings and to examine in more detail unexpected results from a quantitative study.

Descriptive and inferential statistics and conceptual analysis was undertaken during the analysis of the data. The Analysis of Variance (ANOVA) was used for the interpretation (significance of difference) of data that is categorised into various groups. The Cronbach's alpha was used to estimate how consistently items within a dimension measures the same characteristic. Factor analysis was used to remove

redundancy and duplication in the data. Tests such as t- test were used to test the statistical significance of the findings. Regression Analysis was undertaken to investigate possible association (correlation) of variables. Furthermore, data analysis was undertaken by the statistician for the purpose of ensuring reliability and validity of the data analysis process.

### **3.3 QUANTITATIVE RESEARCH APPROACH**

Quantitative research is all about quantifying relationships between variables (Tshwane University of Technology, 2006), and it involves the collection of primary data from a large number of individual units, frequency with the intention of projecting the results to a wider population (Coldwell and Herbst, 2004). Quantitative approach has advantages of converting data to numbers and can be statistically analysed, hence it is limited in understanding of the participant's context, and that was complemented through qualitative method. A positivist paradigm is the most precise premise of the quantitative research approach in testing the hypothesis. Quantitative research approach was mostly used for data collection in testing the thesis statement where data was collected through surveys (units or population within the organisation), questionnaires, and structured interviews with different individuals and content analysis. Some of the advantages of quantitative includes simple accessing quantifiable information and data, and that statistics rather than "real life" scenarios tend to remove the researcher from the emotional and subjective bias that can be more prevalent in qualitative research (McCusker and Gunaydin, 2015). Quantitative research approach was chosen so that more data can be collected from a large population, and also to complement the qualitative approach to satisfy the principle of triangulation.

### **3.4 QUALITATIVE RESEARCH APPROACH**

McCusker and Gunaydin (2015:537) argued that qualitative research is characterized by its aims, which relate to understanding some aspect of social life and its methods which (in general) generate words, rather than numbers, as data for analysis. Similarly, qualitative approach cannot be analysed mathematically (Coldwell and Herbst, 2004),

and furthermore, qualitative research gathered data cannot be quantifiable or turned into numbers (Tshwane University of Technology, 2006). This approach was explored where interviews were conducted with different stakeholders in order to get in-depth on a number of issues and a holistic understanding of certain phenomena's related to the research. The interpretive paradigm is the most precise premise of the qualitative research approach in finding out reasons behind a phenomenon. This approach has got advantages in obtaining the information about the behaviour, attitudes, experiences and other characteristics of people; hence some people might feel uncomfortable and unwilling to disclose certain information that is directly related to their seniors and confidential information as well; and this can result into a limitation to the study, and this of course is one the disadvantages of qualitative method. The researcher has avoided elements of any biasness either intentionally or unintentionally. Furthermore, the participation biasness was eliminated through a proper representation of the target population of the research study; likewise the researcher had overcome the confirmation bias through analysing all collected data equally, objectively and appropriately without involving any personal beliefs and emotions. Qualitative research approach was chosen so that in-depth understanding of the phenomenon can be realised, and also to complement the quantitative approach to satisfy the principle of triangulation.

### **3.5 RESEARCH PARADIGM AND ASSUMPTION**

The researcher has considered the positivism and interpretism paradigms in exploring the concepts of epistemology and ontology towards testing the hypothesis constructed in the research. Salzmann-Erikson and Erikson (2015) highlight that positivist methods sought evidence of truth through disciplined and systematic procedures of logic and deductive reasoning and is inherent in much of the occidental world-view and thinking.

Sekaran and Bougie (2010) argue that deductive reasoning start with a general theory and then apply this theory to a specific case, whereas inductive reasoning observes a specific phenomenon and on this basis arrive at general conclusions; and that both deductive and inductive processes are applied in a specific investigations and can be used in quantitative and quantitative research. Inductive reasoning involves the

development of a theory that explains a phenomenon on the basis of explanation, and is mainly easily applicable in the qualitative approach, whereas deductive reasoning involves the development of a theory to explain a phenomenon on the basis of existing theory and is applicable within quantitative approach (Tshwane University of Technology, 2006). As such, the researcher thus considered the principles of both inductive and deductive reasoning in testing the hypothesis. Hence more emphasis was on the positivism paradigm and deductive reasoning which involves the development of a theory to explain a phenomenon. Furthermore, the concepts and principles of ontology and epistemology was taken into account by the researcher during the research.

### **3.5.1 Ontology and Epistemology**

Ontology is concerned with the nature of reality and one's belief on how the world functions (Tshwane University of Technology, 2006). Additionally, Salzmann-Erikson and Erikson (2015) argued that reality is perceived to be relative, multiple, changeable, and subjectively constructed by humans. People therefore perceive and view things differently in the world during their interactions and that end-up with different conclusions on different phenomena, and that affects the way of reasoning of that particular individual. Therefore, the researcher is obliged to consider each individual's ways of reasoning during the process of the investigations in finding solutions to the problem.

Epistemology is concerned with the relationship between the researcher and reality (Tshwane University of Technology, 2006). It is all about the theory of knowledge and perception. It considers the notion of acceptable knowledge in the context of social world. And therefore the researcher considered the relation of the knowledge to the truth and beliefs in testing the hypothesis.

## 3.6 POPULATION AND THE SAMPLE

The population and sample of the study are outlined in this section respectively.

### 3.6.1 Population and Sampling

Coldwell and Herbst (2004) explain sampling as the act, process or technique of selecting a representative part of the population for the purpose of determining parameters of characteristics of the whole population. Similarly, Govender, *et al.*, (2014) describe sampling as selecting a group from a much larger population that is similar in its trait distribution to the larger population. It is utilised in qualitative research, though it is less structured, less quantitative and less strictly applied than in case of a quantitative research (De Vos, Fouche & Delpoort, 2011).

Sekaran and Bougie (2010) defines a sampling size as the actual number of subjects chosen as a sample to represent the population characteristics; whiles a population as the entire group of people, events, or things that the researcher desires to investigate. A population of the sampling size was prudently described and some elements or sub-set of elements of the population was selected for sampling to achieve statistical comparison and meaningful analysis. Sampling enables the researcher to collect information on a sample of population size, and analyse it to make a general statement representing the overall population. Govender, *et al.*, (2014) indicate two categories of sampling as probability sampling and non-probability sampling. Probability sampling techniques include simple random sampling, stratified random sampling, systematic sampling and cluster sampling, whereas De Vos, *et al.*, (2011:233) indicate non-probability sampling techniques as quota sampling, snowball sampling, target sampling and sequential sampling.

Table 3.1 Target Population and Sampling

Category	Senior Management	Top Managers	Total
Population	181	19	200
Sample	9	6	15

A target population for this research was 200 participants consisting of top management and senior managers of City of Tshwane Metropolitan Municipality as

shown in table 3.1, and this population was contacted through an official email facility of the organisation and physical engagement. A sample of 15 was selected for the interview sessions comprising of a combination of top and senior management.

### **3.6.2 Simple random sampling**

Simple random sampling is the most basic form of probability sample and each unit of the population has an equal probability on inclusion of the sample (Bryman and Bell, 2007). All the respondents (top management, senior management, etc.) had equal probability of inclusion in the sample. Saunders, Lewis & Thornhill argue that simple random sampling is accurate and easily accessible; it was therefore chosen for this study due to its advantages and further it gave equal probability for the entire population to be sampled.

## **3.7 DATA COLLECTION METHODS**

A well-designed data collection methods are required in order to ensure the validity of the findings and contributions to theory and practices. Different research problems (different situations) require different methods of data collection. Furthermore inaccuracies during data collection can lead to limited trustworthiness, errors in the results, and distorted conclusions (Nilsson and Chroner, 2015). The main data collection instruments used in the mixed methods is questionnaires, interviews and observations (Zohrabi, 2013), and that was extensively explored and used in this research. The entire data collection process (both conducting of interviews and completion of questionnaires) took a period of about three months in total. The primary data collection was conducted as reflected on table 3.2.

Table 3.2 Primary Data Collection

	Questionnaires	Interviews
Respondents/ Interviewee/ Participants	<ul style="list-style-type: none"> <li>• Top Management</li> <li>• Senior Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management</li> <li>• Senior Managers</li> </ul>
Summary of the procedure	Questionnaires were distributed via email to about 200 participants, and were to be completed approximately within 30 minutes. 46 questions on the questionnaires was expected to be responded by respondents.	About 3 interview sessions was successfully scheduled in the Municipal Offices with Interviewees within a period of two months. Time allocated was about 45 minutes to 1 hour per interview session. 19 questions were asked, with possible follow-up questions where was necessary.

### 3.7.1 Data Collection Tool (Quantitative): Questionnaires

Questionnaires is one of the most widely used means of collecting data, and therefore many novice researchers in business and management and other areas of the social sciences associate research with questionnaires (Rowley, 2014: 308). Furthermore, Govender, Mabuza, Ogunbanjo & Mash (2014) indicate that questionnaires offer an objective means of collecting information about people's knowledge, beliefs, attitude and behaviour. It is another form of collecting data whereby the respondents answer questions compiled by the researcher by completing the questionnaire. Both Rowley (2014) and Govender, *et al.*, (2014) acknowledges the advantages and disadvantages of using questionnaire in collecting data, and that some of the advantages include gathering relatively large data from respondents in remote locations, questionnaires are standardised, findings can be generalisable, very cost effective, reduces bias and can be easy to compare and analyse; however the disadvantages include lack of guarantee whether the respondents understood the questionnaires, possible low response rate, lack personal contact and are not ideal for some respondents (especially illiterate people).

This study used questionnaires to collect the quantitative data from the sampled participants. The questionnaire were categorised into four sections (biographical, effective leadership, strategic objectives and organisational performance) with a set of structured questions which took the participants approximately 30 minutes to

complete. The questionnaires were distributed to participants electronically using email.

Questionnaires were key and appropriate in finding out the feelings, experiences and thinking of respondents in relation to the questions raised in testing and validation of the theory on effective leadership, strategic objectives and organisational performance, towards fulfilling the objectives of the research study. The researcher was assisted by his personal assistant for distributing questionnaires, and making necessary follow-ups with all the participants. Regular weekly and biweekly follow-ups and reminders were made with the participants to ensure improved response rate. Furthermore, the researcher was always carrying some of the printed questionnaires in his laptop bag, to give participants to complete as and when he meets them in the workplace; and this was solely done to improve the response rate of the research.

### **3.7.2 Data Collection Tool (Qualitative): Interviews Questions**

Doody (2013) states interview as a method of collecting data in which quantitative or qualitative questions can be asked, whereas Gill, Stewart, Treasure & Chadwick (2008) indicate the purpose of the interview as to explore the views, experiences, beliefs and or motivations of individuals on specific matters. Both Doody (2013) and Gill, *et al.*, (2008) agree that the important three types of research interviews as (i) structured, (ii) unstructured and (iii) semi-structured. Gill, *et al.*, (2008) indicate that structured interviews are essentially and verbally administered questionnaires, whereby a list of predetermined questions are asked, with little or no variation and with no scope for follow-up questions to responses that warrant further elaborations. However, unstructured interviews do not reflect any preconceived theories or ideas and are performed with little or no organisation. Semi-structured interviews consist of several key questions that help to define the areas to be explored, but also allows the interviewer or interviewee to diverge in order to pursue an idea or response in more detail. Similarly, in structured interview, the researcher does not deviate from the interview schedule, whereas in unstructured interview the interviewee's experiences, feelings and convictions about the theme in questions are welcomed (Tshwane University of Technology, 2006).



Likewise, there are advantages and disadvantages of using interviews as a method of collecting data (Doody, 2013), and it is therefore important to always explore its strength and thereby acknowledging its weaknesses when opted to be used in the research. Some of the disadvantages of an interview is that the interviewees might be unwilling to share the information in terms of the questions asked, and as such the researcher should be always able to assess the mood and behaviour of the interviewees in maintaining a comfortable and convenient environment, hence it is useful to gain the insight and context. Observation of the interviewee/s is also important during the interview process as one can be able to sense the sensitivity, emotions and behaviours and that can assist the interviewer in controlling the interview and collecting information. The researcher allowed the interviewees to provide any other information that they thought will add value to the research and their impressions of the interview in order to allow them an opportunity to deal with issues in their minds, or what they thought is important; but have not being dealt with by the interviewer (Doody, 2013 and Gill, *et al.*, (2008).

In order to collect data for the qualitative information, face-to-face interviews consisting of 19 questions was conducted. Biographical information was also asked from the respondents. The interview was conducted in three different sessions taking place at City of Tshwane Metropolitan Municipality Offices and took 45 minutes per session. The researcher was assisted his personal assistant for setting up dates for the interviews, and making necessary follow-ups with all the interviewees. Regular weekly and biweekly follow-ups and reminders were made with interviewees to ensure successful interview sessions.

### **3.7.3 Research Instruments**

Research instruments are conceptualised from the reviewed literature; and in addition, themes were also identified based on the previous literature too, including the construction of scales of measurement (Herrmann and Wichmann-Hansen, 2017). Furthermore, Rowley (2014) argues that researchers develop measurement scales, comprising of a number of statements based on previous research; and that the questionnaires can be informed by practice or experience or by theory or previous research. Research instruments were formulated on the basis of previous literature on

leadership traits, effective leadership, local government and municipalities, strategic objectives and organisational performance; and that guided the development of the research constructs, themes and scales of measurement.

#### **3.7.4 Primary Data Collection**

According to Morgado, Meireles, Neves, Amaral & Ferreira (2017), the data should be collected in a large and appropriately representative sample of the target population in order to ensure construct validity and reliability. Likewise, Smith and Noble (2014) indicate that bias impacts on the validity and reliability of study findings and misinterpretation of data can have important consequence for practice. The primary data was collected through the structured research questionnaire that was distributed to the top and senior management. Research questionnaire data collection method is the preeminent method of realising the best responses and has got numerous advantages such as being inexpensive to administer, can acquire a lot of data and is easy to compare and analyse. The affirmation of assurance of confidentiality and anonymity of respondents was clearly stipulated on the research questionnaire. Employees were at ease in providing reliable information without being identified as compared to an interview method. Moreover, interviews were conducted with some of the participants to get a deeper and better understanding on some of the issues within the organisation in relation to the research study.

Nilsson and Chroner (2015) argue that inaccuracies during the data collection can lead to incomplete validity and low reliability. It is therefore always important for the collected data to be prepared appropriately to ensure accuracy and better interpretation during the analysis, and that was achieved through data preparation processes such as editing, coding, tabulation and the use of percentages (Coldwell and Herbst, 2004).

Rating was completed on a five-point Likert Scale with 1 representing "Strongly Disagree", 2 "Disagree", 3 "Not Sure", 4 "Agree" and 5 representing "Strongly Agree". The collected raw data was captured into Excel by means of coding based on the Likert scale discretion presented earlier. The data was cleaned and summarised using frequencies and percentages presented by tables and graphs. The irregularities or

unspecified codes were cleaned and corrected to improve the accuracy and reliability of the data. Statistical Package for Social Sciences (SPSS) software package was used for statistical analysis of the data.

### **3.7.5 Surveys**

Saunders, *et al.* (1997:76) argue that survey method is a popular and common strategy in business and management research. Furthermore, survey method is used for empirical and systematic collection and statistical analysis of information obtained from a sample of units that form part of a population (Tshwane University of Technology, 2006). In a quantitative research approach, surveys can be used for exploration, description and explanations. Exploratory research is aimed at obtaining information on the phenomena; whereas descriptive research is aimed at obtaining quantitative information on a number of variable related to the phenomenon; while explanatory research seek for casual relationship between the variables (Tshwane University of Technology, 2006). The researcher has therefore chosen a sample from a unit of population for further analysis during the investigation.

## **3.8 DATA ANALYSIS METHODS**

The collected data was analysed using descriptive statistics, correlations, comparisons, and stepwise regression to identify the key success factors for effective leadership in line with achieving the strategic objectives and realisation of organisational performance. Coldwell and Herbst (2004) argue that data collected can be analysed in various methods such as descriptive statistics, correlations, comparisons and trends.

### **3.8.1 Descriptive Statistics**

Israel (2008) argues that descriptive statistics methods merely summarise and describe the situation or phenomena based on the collected data; whereas Wilson (2010) indicates that descriptive statistics allows the presentation of data in multiple folds. Descriptive statistics compute measures of central tendency and measures of

variability or spread. Measures of central tendency include the mean, median and mode (which are mostly recognized) while measures of variability include the standard deviation or variance, the minimum and maximum variables, and the kurtosis and skewness (Trochim, 2006). It is used to repurpose hard-to-understand quantitative insights across a large set of data into bite-sized descriptions. All descriptive statistics whether they be the mean, median, mode, standard deviation, kurtosis or skewness are either measures of central tendency or measures of variability. Furthermore, measures of central tendency describe the centre position of a distribution for a data set while measures of variability aid in analysing how spread-out the distribution is for a set of data (Coldwell and Herbst, 2004). Thus descriptive statistics and conceptual analysis was undertaken for analysing the collected data.

#### **3.8.1.1 Sample T-test**

**A sample t-test** was applied to test the difference in response of participants. The sample t-test was used to compare the mean scores on the Likert Scale with the neutral score of 3 adopted as the mid-point between agree and disagree by applying the one-sample t-test. The t-tests is used to assess the significance of individual specifically testing the null hypothesis that the mean score is zero. This involves finding the standard error, degrees of freedom, test statistic, and the P-value associated with the test statistic

The t-value measures the size of the difference relative to the variation of the sample data and it is inextricably linked to a p-value. The greater the magnitude of t-value (t-value is far away from zero) either positive or negative, the greater the evidence against the Null Hypothesis that there is no significant difference. Therefore, the larger t-value, the smaller p-value; and the greater the evidence against the Null Hypothesis that there is a significant difference. The t-value is inversely proportional to the p-value. The average mean is around the reference point of 3.

### **3.8.1.2 Chi Square Test**

**Chi-Square test** which is used to test the association between two variables was applied to answer the Research Question 1 [what is the impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management?]. Chi-Square test was carried out by means of contingency tables and then cross-tabulate the data which in this study were between demographical information of the participants and the 17 effective leadership statements.

The level of significance applied through the analysis in testing the significance of the hypothesis was a p-value of 0.05. The Null Hypothesis ( $H_0$ ) is rejected in favour of the Alternative Hypothesis ( $H_a$ ) if  $p \leq 0.05$ ; and however if  $p \geq 0.05$ , then the null hypothesis is not rejected. Moreover, if the Chi-Square test is less than the expected critical value derived from the standard Chi-Square table, and p-value is greater than 0.05 level of significance, then there is not enough evidence to conclude that the two variables are associated.

If the value of the Chi-Square test is greater than the expected critical value derived from the standard Chi-Square table, and p-value is less than 0.05 level of significance, then a researcher can conclude that there is enough evidence that the two variables are significantly associated. Bryman and Bell (2007) argue that Chi-square test is used to test the strength of the relationship between two variables.

### **3.8.1.3 Pearson Correlation Analysis**

Furthermore, to answer the research question, Pearson Correlation was applied to assess the level of association between demographical variables and effective leadership. According to Bryman and Bell (2007), Correlation Coefficient test is used to test the strength of the relationship between two variables. Coldwell and Herbst (2004:107) indicate that Pearson Product-Moment Correlation Coefficient is most widely used, and it ranges from +1 to -1, in that a correlation of +1 indicates that the

two sets of variables are perfectly correlated in a positive direction, whereas in the contrary a correlation of -1 indicates a perfect negative or inverse relationship. The value of Pearson Correlation Coefficient will either be positive or negative; and vary between 0 and 1 (Bryman and Bell, 2007).

### 3.8.2 Stepwise Regression

Stepwise regression SAS Institute Inc, (1989) is a method of fitting regression models in which the choice of predictive variables are carried out by automatic procedure. In each step, a variable is considered for addition to or subtraction from the set of explanatory variables based on some pre-specified criterion. This takes techniques such as the F-tests or T-tests but there are other techniques which are possible such as Adjusted  $R^2$ , Bayesian Information Criterion, False Discovery Rate and Akaike Information Criterion. The main approaches of stepwise regression are:

- **Forward selection:** it involves starting with no variables in the model, testing the addition of each variable using a chosen model fit criterion, adding the variable (if any) whose inclusion gives the most statistically significant improvement of the fit, and repeating this process until none improves the model to a statistically significant extent.
- **Backward elimination:** it involves starting with all candidate variables, testing deletion of each variable using a chosen model fit criterion, deleting the variable (if any) whose loss gives the most statistically insignificant deterioration of the model fit, and repeating this process until no further variables can be deleted without a statistically significant loss of fit.
- **Bidirectional elimination:** a combination of the above, testing at each step for variables to be included or excluded (SAS Institute Inc, 1989).

A **Stepwise Forward Selection Regression Model** was applied to answer the following research study's questions:

- Research Question 2 [what is the influence of effective leadership consistency in achieving the strategic objectives at City of Tshwane Municipality?].
- Research Question 3 [what is the influence of effective leadership consistency on the realisation of organisational performance at City of Tshwane Municipality?].

The Regression Model assist in providing the relationship amongst the variable so that certain predictions can be made based on the data. Regression Model determines the strength of the relationship between one dependent variable and a series of independent variables. The Regression Modelling was applied to 17 Effective Leadership statements as dependent variables, and 12 Strategic Objectives variables as independent variables to answer the Research Question 2. Similarly, the Regression Modelling was applied to 17 Effective Leadership statements as dependent variables, and again when 17 Organisational Performance statements were independent variables to answer Research Question 3.

All Regression Models developed produced several regression model equations. These equations shows several distinctive relationships on variables of the research constructs and give a better understanding on how these constructs relates and interact to one another. A particular determination can therefore be made as depicted by the model.

Multiple R is the correlation coefficient, and it gives an indication on how stronger or linear the relationship is. A figure of positive one (+1) means the there is a perfect relationship; whereas minus one (-1) means there is a perfect negative relationship; hence zero (0) shows that there is no relationship. For each regression model, Pearson Correlation is included as part of the diagnostic results of the regression model. Multiple  $R^2$  represents the percentages of variances accounted for in the dependent variable by a set of independent variables. Moreover, Adjusted  $R^2$  is similar to Multiple  $R^2$  but always smaller than Multiple  $R^2$ . The standard Error is measuring the dispersion of a sample mean around the population mean. Furthermore to the regression model, the goodness of fit for each model was tested using Analysis of Variance (ANOVA).

### 3.9 VALIDITY

Validity is concerned with the integrity of the conclusions that are generated from a piece of research (Bryman and Bell, 2007:41; Herrmann and Wichmann-Hansen, 2017), and it consist of internal validity and external validity. Additionally, Drost highlights four categories of validity as statistical conclusion validity, internal validity, construct validity and external validity (Drost, 2012); whereas Van Helvoort, Brand-Gruwel, Huysmans & Sjoer (2017) highlight construct validity, criterion validity and content validity.

Coldwell and Herbst (2004) describe internal validity as the validity of the inferences made regarding cause-effect relationships and similarly De Vos, *et al.*, (2011) refer it as the degree to which changes in the dependent variable are indeed due to the independent variable rather than to something else. Consequently, a good research design is always of crucial importance when pursuing high internal validity (Ihantola and Kihn, 2011).

In terms of external validity Coldwell and Herbst (2004) describe it as the quality of being able to generalise beyond the data of the experiment to other situations; and similarly De Vos, *et al.*, (2011) refer it as the degree to which the results can be generalised to the whole population.

Van Helvoort, Brand-Gruwel, Huysmans & Sjoer (2017) argue that construct validity refers to the question of whether all of the criteria of the grading instrument are relevant for the construct of interest; similarly, Riege (2003) argues that construct validity establishes appropriate operational measures for theoretical concepts being researched. Likewise, Morgado, *et al.*, (2017) argue that construct validity is the most directly related to the questions of what the instruments is in fact measuring; and furthermore it can be assessed with the use of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

Moreover, Van Helvoort, Brand-Gruwel, Huysmans & Sjoer (2017) refer to content validity to the question of whether all the intended content is referred to in the scoring instrument; whereas Sekaran and Bougie (2010) argue that its measure includes an adequate and representative set of items that tap the concept.



The variables of the constructs are derived from the literature reviewed perspective and are relevant and applicable in testing the hypothesis. Furthermore, the structure of the questionnaires and interview questions are precisely aligned to the construct of the research, meaning that will adequately reflect the real meaning of the concept under consideration; and thus this will ensure that all threats to both internal and external validity are minimised and eliminated.

The study has applied Stepwise Regression accompanied by all its diagnostic checking with a capability to test the validity of the data through appropriate test with the ability to take well informed decisions from the output as described in Section 3.8.2 of this study.

### **3.10 RELIABILITY**

Both Bryman and Bell (2007) and Morgado, et al., (2017) argue that reliability is fundamentally concerned with the issues of consistency of measures. Furthermore, Bryman and Bell (2007) indicate that factors involved in reliability include stability, internal reliability and inter-observer consistency. Similarly, Ihantola and Kihn refers to reliability as the extent to which a variable or set of variable/s is/are consistent in what it is intended to measure (Ihantola and Kihn, 2011). Stability entails the stability of a measure of the results over time in assessing whether a sample of respondents do not fluctuate, whereas internal reliability assesses the consistency of the indicators and finally inter-observer consistency deals with the recording of observations on activities (Bryman and Bell, 2007).

Furthermore, Coldwell and Herbst (2004) indicate that the greater the magnitude of correlation, the greater the reliability, and therefore consistency is the hallmark of reliability. Riege (2003) highlights the techniques of assessing reliability as confirmability, credibility, transferability and dependability, and all these aspects was considered during the research.

More than one question was asked related to one variable or research construct in order to increase the reliability measures. All items were clear to respondents in order

to avoid different interpretations, meaning that all research instruments were unambiguous. Thus the researcher had subjected the testing of the hypothesis in different methodologies in order to assess the reliability of the research to minimise possibilities of contrasting findings hence ensuring consistent measurement of the phenomenon.

The Cronbach's Alpha was used as a measure of reliability by estimating how consistently items within a dimension measure the same characteristic. Bryman and Bell (2007) indicate that Cronbach Alpha is a commonly used test of internal reliability, and the coefficient will vary between 0 and 1, where 0 denotes no internal reliability and 1 denotes perfect internal reliability; and moreover, it is usually expected that a result of 0.8 and above implies an acceptable level of internal reliability.

Reliability was measured using Cronbach Alpha to ensure that the study is measuring what it intended to. A reliability coefficient of 0.70 or higher is considered as "acceptable" (Bryman and Bell, 2007). Reliability assesses the level of internal consistency within the variables applied for study. The idea is to achieve 70% Cronbach Alpha and above that for internal consistency between the variables. Variables with Cronbach Alpha less than 70% may be removed since it may negatively affect other variables and removal of these variables may improve the level of internal consistency for further analysis.

### **3.10.1 Cronbach Alpha**

Cronbach Alpha test is used to ascertain the internal consistency of the variables, how closely related a set of a variable are as a group, and therefore measuring also the scale reliability. The results of the Cronbach Alpha test is measured to the criteria presented in Table 3.3.

Table 3.3 Cronbach Alpha Test for Comparison

Values ( $\alpha$ )	Measure of Consistency
1	Perfect consistency
$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

### 3.11 ETHICS CONSIDERATIONS

Research should be based on mutual trust, acceptance, cooperation, promises and well-accepted conventions and expectations between all parties involved in a research project (De Vos, *et al.*, 2011:113) and congruently Coldwell and Herbst (2004) indicate that ethics is made up of norms or standards of behaviours that guide moral choices about our behaviour and our relationships with ours. It is therefore critical for the researcher to ensure that rights and obligations of all are not infringed throughout the research process, and no one should be harmed and negatively affected by the events of the research. Both Coldwell and Herbst (2004) and De Vos *et al.*, (2011) highlighted the classification of ethical issues that the researcher should consider throughout the research process as follows:

- Confidentiality (preserving the privacy and anonymity of the respondents) – The research informed participants that the information will be kept strictly confidential. The collected data was placed where there was no right of access. The researcher also assured the participants that data was used for purposes of the study only and not any other purpose.
- Rights and obligations of the respondents (honest, privacy, informed consent, voluntary participation, concealment and rights to be informed) - A consent form was obtained from the University Ethics Committee before commencing with the study to ensure the rights and obligations of the respondents.

- Rights and obligations of the researcher (avoid the distortion of findings, fairness, and avoid disclosure of defective information and erroneous conclusions).
- Avoidance of harm (no physical or emotional harm to participants) - The participants were notified that the study participation is voluntary and that they may choose not to participate and also withdraw from the study at any time without any negative consequences and in addition participants signed a written consent which informs the participants on the aims and objectives of the study.
- Deception of subjects and respondents (to avoid misleading and deliberate misrepresentation of facts and information) – The researcher briefed the participants about the intentions of the study and participants signed a written consent which informs the participants on the aims and objectives of the study.
- Publication of findings of the research – Participants were informed that the results may be published through scientific platforms and that their personal details were kept confidential. Furthermore, the participants names will not be used and as a special code was given to each questionnaire received when capturing the data.

Plagiarism was avoided and the declaration of the originality of other work was maintained throughout and the researcher endeavoured to maintain and abide to the integrity of all aspects of ethical issues.

### **3.12 CONCLUSION**

This chapter dwelled and elaborated on the research methodology applied in the research and the process of data collection and analysis. There has been a continuation and correlation from the reviewed literature on the research constructs chosen for testing the hypothesis for the purpose of understanding the underpinning reasons behind the phenomena, as an enabler towards establishing a solution towards solving the problem.

Aspects of the research design, research approach, data collection, data analysis, relevant tests, validity and reliability have extensively been presented and outlined in

this chapter. The next chapter will thus focus and dwell on the analysis of the collected data.

## **CHAPTER 4**

### **DATA ANALYSIS AND RESULTS: QUANTITATIVE ANALYSIS**

#### **RESULTS RELATED TO RESEARCH QUESTION 1**

##### **4.1 INTRODUCTION**

The previous chapter discussed and presented the methodology followed by the research study which was inclusive of various aspects such as hypothesis, data collection process, research population and sample, statistical techniques and ethical considerations. This Chapter presents the quantitative results, interpretation and analysis by applying statistical methods reflected in Chapter 3 of the research study. Survey questionnaires consisting of structured questions were distributed and took approximately 30 minutes to be completed. Of the 200 questionnaires distributed, 177 were completed and received from participants resulting into 88.5% response rate.

Results and interpretation that answered the Research Question 1 which entails [what is the impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management?] are therefore presented in this chapter.

This chapter is presented as follows:

The chapter will start with analysing the demographical information; then presents the reliability of the tool by looking at internal consistency to test if the responses were addressing what they were intended for; then descriptive analysis through frequency, percentage and t-test analysis, Chi-square test to determine the level of association between the demographical information and effective leadership is presented; and it concludes with the Pearson correlation analysis.

## **4.2 QUANTITATIVE ANALYSIS**

### **4.2.1 Demographical Representation of the Participants**

Demographic data was collected in various variables, and Table 4.1 presents a summary of the results. The results revealed that majority of participants were male (63%) compared to 37% of females. This is an indication that most of the senior management in the organisation are males. In terms of the marital status, the majority of participants were married (78%) compared to 22 % of participants not married.

Accordingly, for age variability, the majority of participants were between the age of 40-49 (47%) while 25% of participants within the age of 30-39 years, and 22% within 50-59 years. Few participants on 5% and below were between 60-65 and 25-29 years. The qualifications revealed that the majority of participants 45% had Bachelor or BTech degrees followed by 22% Masters and 16% Honours degree. Those with diplomas were 14% while just fewer than 3% had PhD degree. There was one percent with just a matric certificate at senior management level.

The year's experiences was found to be varying extensively as well whereby the majority of participants had 11-20 years (51%) of experience while 28% have between 21-30 years. An appealing 11% had above 30 years of experience while 10% had below 10 years of experience. The level of management was in two categories, and the results show that the majority of participants were in senior management (86%) while 14% were top management.

Table 4.1 Demographic Information

Variable	Description	Frequency	Percentage
<b>Gender</b>	Male	112	63%
	Female	65	37%
Marital Status	Married	138	78%
	Not Married	39	22%
<b>Age</b>	25-29 years	2	1%
	30-39 years	44	25%
	40-49 years	83	47%
	50-59 years	39	22%
	60-65 years	9	5%
<b>Qualification</b>	Matric	2	1%
	Diploma	25	14%
	B Degree/B Tech	79	45%
	Honours Degree	28	16%
	Master/M Tech	39	22%
	PHD/D Tech/Doctorate	4	2%
<b>Experience</b>	1-5 years	2	1%
	6-10 years	16	9%
	11-15 years	46	26%
	16-20 years	44	25%
	21-25 years	31	18%
	26-30 years	18	10%
	31-35 years	14	8%
	36-40 years	4	2%
	41-45 years	2	1%
<b>Position</b>	Top Management	25	14%
	Senior Management	152	86%

#### 4.2.2 Reliability and Validity of the Research Instruments

- Cronbach Alpha**

Cronbach Alpha was used to measure the internal consistency (reliability) and it assess the reliability or internal consistency of a set of scale or test items in the questionnaire used to collect the data of the study. Therefore, reliability was measured using Cronbach Alpha to ensure that the study is measuring what it is intended to. The idea is to achieve 70% Cronbach Alpha and above for the internal consistency between the variables. Variables with Cronbach Alpha less than 70% may be removed since they may negatively affect other variables, and the removal of these variables



may improve the level of internal consistency for further analysis. As such Cronbach Alpha test is used to ascertain the internal consistency of the variables, how closely related a set of a variable/s is/are as a group, and therefore measuring also the scale reliability. Table 4.2 shows the effective leadership questionnaire items. The results of the Cronbach Alpha test for Research Question 1, 2 and 3 are thus presented in table 4.3, 4.5 and 4.7 respectively.

Table 4.2 Effective Leadership Questionnaires Items

<b>Item No</b>	<b>Item Description</b>
<b>B1</b>	There is effective leadership in the organisation.
<b>B2</b>	Leadership of the organisation has the ability to give a clear picture and direction of the organisation.
<b>B3</b>	Leadership in the organisation is aimed at achieving the required performance of the organisation.
<b>B4</b>	There is leadership oversight in the organisation.
<b>B5</b>	There is honesty and integrity in the organisational leadership.
<b>B6</b>	There is loyalty and trust in the organisational leadership.
<b>B7</b>	Organisational leadership is visionary and futuristic.
<b>B8</b>	There is leadership consistency in the organisation.
<b>B9</b>	Leadership is key in achieving the strategic objectives and good performance.
<b>B10</b>	Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications.
<b>B11</b>	Organisational leadership is inspirational and motivational to its followers (employees).
<b>B12</b>	Individuals occupying leadership positions in the organisation have good ethical and moral principles.
<b>B13</b>	Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.
<b>B14</b>	Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.
<b>B15</b>	Leadership is capable to balance the service delivery mandates, social and economic development of the organisation.
<b>B16</b>	Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.
<b>B17</b>	Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

Table 4.3 shows the Cronbach Alpha results for effective leadership statements for ascertaining reliability of the research instruments.

Table 4.3 Cronbach Alpha: Effective Leadership

Summary for scale: Mean=55,9191 Standard deviation=10,9520 Valid N:173					
Cronbach alpha: 0,924233 Standardized alpha: 0,925505					
Average inter-item corr.: 0,430350					
Item No	Mean if deleted	Variance if deleted	Standard deviation. if deleted	Item-Total Correlation	Alpha if deleted
B1	52,74567	104,0394	10,19997	0,692678	0,917918
B2	52,48555	105,4174	10,26730	0,667012	0,918675
B3	52,13873	107,2409	10,35572	0,622752	0,919878
B4	52,57803	107,0069	10,34441	0,536545	0,922163
B5	52,84393	104,8485	10,23955	0,670196	0,918550
B6	53,09249	103,8758	10,19195	0,745720	0,916616
B7	52,35838	105,4554	10,26915	0,669565	0,918618
B8	53,28324	105,9024	10,29089	0,578784	0,921074
B9	51,74567	109,7735	10,47728	0,466330	0,923554
B10	52,48555	106,4001	10,31504	0,658400	0,918998
B11	52,80347	105,4065	10,26676	0,650475	0,919081
B12	52,77457	107,3076	10,35894	0,660228	0,919150
B13	52,46243	104,8613	10,24018	0,625299	0,919797
B14	52,52023	106,3074	10,31055	0,630324	0,919623
B15	52,45087	106,6291	10,32614	0,649015	0,919234
B16	52,47977	106,1340	10,30213	0,623048	0,919797
B17	53,45665	107,7163	10,37865	0,455418	0,924839

The Cronbach Alpha for all the variables regarding effective leadership are greater than 70%, indicating that there is excellent internal consistency in the variables of the study. This implies that the variables are measuring what they are intended for, and thus the results are reliable to address leadership effectiveness from each of the variables presented in this section.

Table 4.4 shows the strategic objectives and goals questionnaire items in corresponding to Cronbach Alpha results on table 4.5.

Table 4.4 Strategic Objectives and Goals Items

<b>Item No</b>	<b>Item Description</b>
<b>C1</b>	Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.
<b>C2</b>	There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.
<b>C3</b>	The organisation has got clear strategic objectives.
<b>C4</b>	The organisation's strategic objectives are communicated to employees of the organisation.
<b>C5</b>	Both the leadership and followers (employees) have a common understanding on the organisational strategic objectives.
<b>C6</b>	Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.
<b>C7</b>	Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.
<b>C8</b>	Effectiveness and efficiency of the organisation is achieved through clear strategic objectives.
<b>C9</b>	The strategic objectives of the organisation are realistic and measurable.
<b>C10</b>	The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).
<b>C11</b>	The strategic objectives are aligned to the vision and mission of the organisation.
<b>C12</b>	The strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation.

Table 4.5 shows the Cronbach Alpha results for strategic objectives and goals statements for ascertaining reliability of the research instruments.

Table 4.5 Cronbach Alpha: Strategic Objectives and Goals

Summary for scale: Mean=41,8118 Standard deviation =7,85067 Valid N:170					
Cronbach alpha: 0,889876 Standardized alpha: 0,894406					
Average inter-item corr.: 0,426606					
Item No	Mean if deleted	Variation if deleted	Stdv. if deleted	Item-Total Correlation	Alpha if deleted
C1	38,25882	51,94478	7,207273	0,481090	0,889054
C2	39,17059	54,10620	7,355691	0,401651	0,892110
C3	37,80000	52,61882	7,253883	0,671867	0,877978
C4	38,32941	50,65619	7,117316	0,679164	0,876334
C5	38,71765	50,49675	7,106106	0,663191	0,877171
C6	39,12941	51,70090	7,190334	0,569525	0,882656
C7	38,65882	50,82477	7,129149	0,676940	0,876513
C8	38,37647	51,44650	7,172622	0,615583	0,879938
C9	37,96471	52,59876	7,252500	0,601369	0,880852
C10	37,81765	52,86674	7,270952	0,620918	0,880123
C11	37,72353	53,05886	7,284151	0,668171	0,878563
C12	37,98235	51,67616	7,188613	0,602025	0,880699

The Cronbach Alpha for all the variables regarding strategic objectives and goals are greater than 70%, indicating that there is good internal consistency in the variables of the study. This implies that the variables are measuring what they are intended for, and thus the results are reliable to address strategic objectives and goals from each of the variables in this section.

Table 4.6 shows the organisational performance questionnaire items in corresponding to Cronbach Alpha results on table 4.7.

Table 4.6 Organisational Performance Items

Item No	Item Description
D1	Effective leadership in the organisation influences the performance of the followers (employees) positively.
D2	There is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.
D3	Performance management is adequate in the organisation.
D4	The success of the organisation is realised through good performance.
D5	Employees are committed in the execution of their duties in the organisation.
D6	Employees have positive attitude and morale and that contribute to the overall performance of the organisation.
D7	Effectiveness and efficiency of the organisation result to good performance.
D8	The organisation is aware of its strength and weaknesses and manages them appropriately.
D9	Employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.).
D10	Employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.
D11	The financial position/status of the organisation is stable and satisfactory.
D12	Employees are loyal and have got trust to the organisation's leadership.
D13	Employees in the organisation are working together as a team towards achieving a good performance.
D14	Customers and clients are satisfied with the service rendered by the organisation.
D15	The organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities.
D16	The execution of the organisation's activities complies with good governance principles.
D17	Organisational systems and processes enhance performance of the organisation.

Table 4.7 shows the Cronbach Alpha results for organisational performance statements for ascertaining reliability of the research instruments.

Table 4.7 Cronbach Alpha: Organisational Performance

Summary for scale: Mean=50,4061 Standard deviation =11,4763 Valid N:165					
Cronbach alpha: 0,919416 Standardized alpha: 0,921100					
Average inter-item corr.: 0,416419					
Item No	Mean if deleted	Variation if deleted	Stdv. if deleted	Item-Total Correlation	Alpha if deleted
D1	46,89697	115,7045	10,75660	0,553497	0,916620
D2	47,78182	115,5888	10,75122	0,605325	0,914873
D3	47,81212	115,0738	10,72725	0,608791	0,914817
D4	46,86061	116,3745	10,78770	0,583567	0,915465
D5	47,31515	116,9916	10,81627	0,604208	0,914866
D6	47,51515	115,2437	10,73516	0,680569	0,912811
D7	46,90303	115,2027	10,73325	0,657598	0,913385
D8	47,18788	115,9223	10,76672	0,625562	0,914275
D9	47,95758	115,6770	10,75532	0,597543	0,915107
D10	47,33333	115,7980	10,76095	0,642067	0,913832
D11	47,75151	117,8352	10,85519	0,559422	0,916045
D12	47,64243	116,9812	10,81579	0,729838	0,912319
D13	47,60000	115,2582	10,73584	0,731596	0,911695
D14	47,54546	119,3752	10,92590	0,540244	0,916498
D15	47,84848	119,3407	10,92432	0,461088	0,918779
D16	47,18788	117,0374	10,81838	0,642667	0,913960
D17	47,35757	117,8418	10,85550	0,554557	0,916180

The Cronbach Alpha for all the variables regarding organisational performance are greater than 70%, indicating that there is good internal consistency in the variables for the study. This implies that the variables are measuring what they are intended for, and thus the results are reliable to address organisational performance from each of the variables in this section.

Thus from the results of Cronbach Alpha presented in Tables 4.3, 4.5 and 4.7 respectively, all variables were above 70% which falls within acceptable range and that there is no variable that is to be removed as there is internal consistency between the variables.

### 4.2.3 Effective Leadership Overall Responses

The overall scores on effective leadership questionnaires responses in Table 4.8 shows that the perception of most of the participants agree that the consistency has an impact on effective leadership. Majority of participants (46.75%) agree that consistency has an impact on effective leadership compared to 25.33% that disagree and 27.93% were not sure. The responses from participant that agree significantly differed to those that disagree since the p-value was 0.03 less than 0.05 and the average mean is above the reference point of 3. The calculated t-value was greater than expected.

Table 4.8 Overall Scores - Effective Leadership Responses

Effective leadership	Strongly Disagree (%)	Disagree (%)	Not Sure (%)	Agree (%)	Strongly Agree (%)		
	3.53	21.80	27.93	36.20	10.55		
	Mean	Std.Dv.	N	Std.Err.	t-value	df	p
	3.28	0.95	176.76	0.07	4.21	175.76	0.03

Thus the overall perceptions and expressions of participants indicate that consistency has an impact on effective leadership; and that there is effective leadership within top and senior management of the City of Tshwane Metropolitan Municipality. This simply denotes that the application of effective leadership principles, characteristics and fundamentals are practiced and applied accordingly in consistent with the existing literature. Some of the principles of effective leadership amongst others included aspects such as improving organisational performance, inspiring followers, motivating employees, the ability to steer the organisation in the right direction, and the realisation of the strategic objectives of the organisation.

#### 4.2.4 Effective Leadership Respective Responses

Results in Table 4.9 presents the descriptive statistics of respective effective leadership responses for questionnaires that were distributed to participants. Participants have expressed their perceptions and views differently based on their experiences and knowledge in the organisation. Most of participants responded to distributed questionnaires including the respective percentages per questionnaire are sequentially as reflected. Individual responses and interpretations for further and additional details are reflected in Addendum F.

Table 4.9 Descriptive Statistics – Effective Leadership Responses

Effective leadership	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
There is effective leadership in the organisation.	6 3,39	49 27,68	39 22,03	74 41,81	9 5,08
Leadership of the organisation has the ability to give a clear picture and direction of the organisation.	7 3,95	26 14,69	40 22,60	94 53,11	10 5,65
Leadership in the organisation is aimed at achieving the required performance of the organisation.	3 1,69	14 7,91	31 17,51	101 57,06	28 15,82
There is leadership oversight in the organisation.	2 1,13	45 25,42	37 20,90	75 42,37	18 10,17
There is honesty and integrity in the organisational leadership.	6 3,39	49 27,68	60 33,90	51 28,81	11 6,21
There is loyalty and trust in the organisational leadership.	7 3,95	67 37,85	62 35,03	32 18,08	9 5,08
Organisational leadership is visionary and futuristic.	1 0,56	27 15,25	49 27,68	74 41,81	26 14,69
There is leadership consistency in the organisation.	16 9,04	81 45,76	38 21,47	35 19,77	7 3,95
Leadership is key in achieving the strategic objectives and good performance.	2 1,13	8 4,52	21 11,86	72 40,68	74 41,81
Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications.	4 2,27	19 10,80	67 38,07	70 39,77	16 9,09
Organisational leadership is inspirational and motivational to its followers (employees).	4 2,30	47 27,01	60 34,48	50 28,74	13 7,47
Individuals occupying leadership positions in the organisation have good ethical and moral principles.	2 1,13	34 19,21	88 49,72	44 24,86	9 5,08
Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.	3 1,69	35 19,77	48 27,12	61 34,46	30 16,95
Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.	3 1,69	29 16,38	60 33,90	67 37,85	18 10,17



<b>Effective leadership</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
Leadership is capable to balance the service delivery mandates, social and economic development of the organisation.	1	28	54	78	16
	0,56	15,82	30,51	44,07	9,04
Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.	5	25	51	79	17
	2,82	14,12	28,81	44,63	9,60
Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.	34	72	34	31	6
	19,21	40,68	19,21	17,51	3,39

Table 4.10 presents the t-test results on effective leadership. These t-test results are derived from responses provided by respective participants in table 4.9. The sample sizes, standard deviations, p-values, mean scores and standard errors of different questionnaires are also reflected respectively. The variables of effective leadership has a sample size varying from 174-177 and this indicates that the capturing of data was consistent. Some of the participants did not complete questionnaires fully. Moreover, most of the mean values are relatively around the reference point of 3.

Table 4.10 T-test Results – Effective Leadership Responses

<b>t-test</b>	<b>Mean</b>	<b>Std.Dv.</b>	<b>N</b>	<b>Std.Err.</b>	<b>t-value</b>	<b>df</b>	<b>p</b>
There is effective leadership in the organisation.	3,1751	1,0045	177	0,075499	2,3198	176	0,0215
Leadership of the organisation has the ability to give a clear picture and direction of the organisation.	3,4181	0,9447	177	0,071006	5,8880	176	0,0000
Leadership in the organisation is aimed at achieving the required performance of the organisation.	3,7740	0,8692	177	0,065331	11,8476	176	0,0000
There is leadership oversight in the organisation.	3,3503	1,0065	177	0,075650	4,6303	176	0,0000
There is honesty and integrity in the organisational leadership.	3,0678	0,9746	177	0,073258	0,9254	176	0,3560
There is loyalty and trust in the organisational leadership.	2,8249	0,9462	177	0,071120	-2,4626	176	0,0148
Organisational leadership is visionary and futuristic.	3,5480	0,9410	177	0,070729	7,7482	176	0,0000
There is leadership consistency in the organisation.	2,6384	1,0249	177	0,077033	-4,6939	176	0,0000
Leadership is key in achieving the strategic objectives and good performance.	4,1751	0,8905	177	0,066935	17,5564	176	0,0000
Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications.	3,4261	0,8849	176	0,066703	6,3885	175	0,0000

t-test	Mean	Std.Dv.	N	Std.Err.	t-value	df	p
Organisational leadership is inspirational and motivational to its followers (employees).	3,1207	0,9691	174	0,073465	1,6428	173	0,1022
Individuals occupying leadership positions in the organisation have good ethical and moral principles.	3,1356	0,8214	177	0,061740	2,1962	176	0,0294
Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.	3,4520	1,0440	177	0,078475	5,7595	176	0,0000
Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.	3,3842	0,9350	177	0,070282	5,4663	176	0,0000
Leadership is capable to balance the service delivery mandates, social and economic development of the organisation.	3,4520	0,8850	177	0,066519	6,7947	176	0,0000
Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.	3,4407	0,9464	177	0,071133	6,1951	176	0,0000
Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.	2,4520	1,0919	177	0,082074	-6,6772	176	0,0000

#### 4.2.5 Strategic Objectives and Goals Overall Responses

The overall scores on strategic objectives and goals questionnaires responses in Table 4.11 shows that the perception of most of the participants agree that effective leadership consistency influences the achievement of the strategic objectives in the organisation. This denotes that the top and senior management in the City of Tshwane Metropolitan Municipality are ascribed to the principles, characteristics and fundamentals of developing and fulfilling strategic objective and goals in the organisation. Furthermore, this implies that effective leadership has an influence on the development of the strategic objectives in the organisation. Majority of participants (58.02%) agree that there is effective leadership towards the strategic objectives compared to 22.98% that disagree and 20.05% were not sure. The responses from participant that agree significantly differed to those that disagree since the p-value was 0.02 less than 0.05 and the average mean is above the reference point of 3. The calculated t-value was greater than expected.

Table 4.11 Overall Scores - Strategic Objectives and Goals Responses

Strategic objectives and goals	Strongly Disagree (%)	Disagree (%)	Not Sure (%)	Agree (%)	Strongly Agree (%)		
	4.22	18.76	20.05	40.76	17.26		
	Mean	Std.Dv.	N	Std.Err.	t-value	df	p
	3.50	0.96	176.25	0.07	7.53	175.25	0.02

The fundamental principles of satisfying and fulfilling strategic objectives in the organisation of which amongst others include aspects such as effective leadership, quality leadership, effective and efficient organisation and positive employee's morale, clear, realistic and measurable strategic objectives, communication, and consultation with employees are practiced in the organisation.

#### 4.2.6 Strategic Objectives and Goals Respective Responses

Table 4.12 presents the descriptive statistics of respective strategic objectives and goals responses questionnaires that were distributed to participants. Participants have expressed their perceptions and views differently based on their experiences and knowledge in the organisation. This table shows the number of participants that responded to distributed questionnaires including their respective percentages. Individual responses and interpretations for further and additional details are reflected in Addendum G.

Table 4.12 Descriptive Statistics – Strategic Objectives and Goals Responses

Strategic Objectives and Goals	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.	4	41	22	67	42
	2,27	23,30	12,50	38,07	23,86
There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.	16	78	39	36	7
	9,09	44,32	22,16	20,45	3,98
		14	14	101	46

<b>Strategic Objectives and Goals</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
The organisation has got clear strategic objectives.		8,00	8,00	57,71	26,29
The organisation's strategic objectives are communicated to employees of the organisation.	4	33	31	90	19
	2,26	18,64	17,51	50,85	10,73
Both the leadership and followers (employees) have a common understanding on the organisational strategic objectives.	9	46	51	59	12
	5,08	25,99	28,81	33,33	6,78
Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.	21	58	55	35	8
	11,86	32,77	31,07	19,77	4,52
Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.	5	44	54	61	13
	2,82	24,86	30,51	34,46	7,34
Effectiveness and efficiency of the organisation is achieved through clear strategic objectives.	4	28	52	64	25
	2,31	16,18	30,06	36,99	14,45
The strategic objectives of the organisation are realistic and measurable.	1	17	28	91	40
	0,56	9,60	15,82	51,41	22,60
The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).		13	24	90	50
		7,34	13,56	50,85	28,25
The strategic objectives are aligned to the vision and mission of the organisation.		7	24	90	55
		3,98	13,64	51,14	31,25
The strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation.	3	18	30	78	48
	1,69	10,17	16,95	44,07	27,12

Table 4.13 presents the t-test results on strategic objectives and goals. These t-test results are derived from responses provided by respective participants in table 4.12. The sample sizes, standard deviations, p-values, mean scores and standard errors of different questionnaires are also reflected respectively. The variables of strategic objectives and goals has a sample size varying from 174-176 and this indicates that the capturing of data was consistent. Some of the participants did not complete questionnaires fully. Most of the mean values are relatively around the reference point of 3.

Table 4.13 T-test Results – Strategic Objectives and Goals Responses

T-test	Mean	Std.Dv.	N	Std.Err.	t-value	df	p
Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.	3,5795	1,1536	176	0,086955	6,6649	175	0,0000
There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.	2,6591	1,0297	176	0,077616	-4,3923	175	0,0000
The organisation has got clear strategic objectives.	4,0229	0,8162	175	0,061697	16,5787	174	0,0000
The organisation's strategic objectives are communicated to employees of the organisation.	3,4915	0,9893	177	0,074357	6,6104	176	0,0000
Both the leadership and followers (employees) have a common understanding on the organisational strategic objectives.	3,1073	1,0307	177	0,077470	1,3856	176	0,1676
Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.	2,7232	1,0538	177	0,079206	-3,4951	176	0,0006
Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.	3,1864	0,9853	177	0,074056	2,5176	176	0,0127
Effectiveness and efficiency of the organisation is achieved through clear strategic objectives.	3,4509	1,0024	173	0,076212	5,9159	172	0,0000
The strategic objectives of the organisation are realistic and measurable.	3,8588	0,8965	177	0,067389	12,7433	176	0,0000
The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).	4,0000	0,8461	177	0,063598	15,7238	176	0,0000

<b>T-test</b>	<b>Mean</b>	<b>Std.Dv.</b>	<b>N</b>	<b>Std.Err.</b>	<b>t-value</b>	<b>df</b>	<b>p</b>
The strategic objectives are aligned to the vision and mission of the organisation.	4,0966	0,7759	176	0,058487	18,7494	175	0,0000
The strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation.	3,8475	0,9911	177	0,074496	11,3759	176	0,0000

#### 4.2.7 Organisational Performance

The overall scores on organisational performance questionnaires in table 4.14 shows that the perception of the participants disagree that there is leadership consistency on the realisation of organisational performance within top and senior management at the City of Tshwane Metropolitan Municipality. Majority of participants (37.91%) disagree that there is no leadership consistency compared to 36.30% that agreed and 25.79% were not sure. The responses from participant that agree did not significantly differ to those that disagree since the p-value was 0.06 greater than 0.05 and the average mean is less than the reference point of 3. The calculated t-value was less than expected.

Table 4.14 Overall Scores – Organisational Performance

<b>Organisational performance</b>	<b>Strongly Disagree (%)</b>	<b>Disagree (%)</b>	<b>Not Sure (%)</b>	<b>Agree (%)</b>	<b>Strongly Agree (%)</b>		
	7.41	30.5	25.79	29.96	6.34		
	<b>Mean</b>	<b>Std.Dv.</b>	<b>N</b>	<b>Std.Err.</b>	<b>t-value</b>	<b>df</b>	<b>p</b>
	2.97	1.02	176.29	0.08	-0.38	175.29	0.06

Thus there is not enough evidence to conclude that leadership consistency influences the realisation of organisational performance at the City of Tshwane Metropolitan Municipality.

#### 4.2.8 Organisational Performance Respective Responses

Table 4.15 presents the descriptive statistics of respective organisational performance responses questionnaires that were distributed to participants. Participants have expressed their perceptions and views differently based on their experiences and knowledge in the organisation. This table shows the number of participants that responded to distributed questionnaires and their respective percentages. Individual responses and interpretations for further and additional details are reflected in Addendum H.

Table 4.15 Descriptive Statistics - Organisational Performance Responses

Organisational Performance	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Effective leadership in the organisation influences the performance of the followers (employees) positively.	6	41	23	68	37
	3,43	23,43	13,14	38,86	21,14
There is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.	22	69	35	44	6
	12,50	39,20	19,89	25,00	3,41
Performance management is adequate in the organisation.	24	81	26	34	11
	13,64	46,02	14,77	19,32	6,25
The success of the organisation is realised through good performance.	5	31	36	73	32
	2,82	17,51	20,34	41,24	18,08
Employees are committed in the execution of their duties in the organisation.	7	47	48	67	7
	3,98	26,70	27,27	38,07	3,98
Employees have positive attitude and morale and that contribute to the overall performance of the organisation.	13	53	57	48	6
	7,34	29,94	32,20	27,12	3,39
Effectiveness and efficiency of the organisation result to good performance.	2	37	37	71	29
	1,14	21,02	21,02	40,34	16,48
The organisation is aware of its strength and weaknesses and manages them appropriately.	8	36	60	55	17
	4,55	20,45	34,09	31,25	9,66
Employees are satisfied about the organisation (working conditions,	32	76	32	28	7
	18,29	43,43	18,29	16,00	4,00

<b>Organisational Performance</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
remuneration, benefits, relationship with supervisors, leadership, etc.).					
Employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.	11	45	51	60	10
	6,21	25,42	28,81	33,90	5,65
The financial position/status of the organisation is stable and satisfactory.	24	55	57	38	2
	13,64	31,25	32,39	21,59	1,14
Employees are loyal and have got trust to the organisation's leadership.	10	56	77	31	2
	5,68	31,82	43,75	17,61	1,14
Employees in the organisation are working together as a team towards achieving a good performance.	13	59	53	50	2
	7,34	33,33	29,94	28,25	1,13
Customers and clients are satisfied with the service rendered by the organisation.	12	49	71	43	2
	6,78	27,68	40,11	24,29	1,13
The organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities.	22	81	25	45	4
	12,43	45,76	14,12	25,42	2,26
The execution of the organisation's activities complies with good governance principles.	4	42	48	76	7
	2,26	23,73	27,12	42,94	3,95
Organisational systems and processes enhance performance of the organisation.	7	56	37	67	9
	3,98	31,82	21,02	38,07	5,11

Table 4.16 presents the t-test results on organisational performance. These t-test results are derived from responses provided by respective participants in table 4.15. The sample sizes, standard deviations, p-values, mean scores and standard errors of different questionnaires are also reflected respectively. The variables of effective leadership has a sample size varying from 174-176 and this indicates that the capturing of data was consistent. Some of the participants did not complete questionnaires fully. Moreover, most of the mean values are relatively around the reference point of 3.



Table 4.16 T-test Results - Organisational Performance

<b>T-test</b>	<b>Mean</b>	<b>Std.Dv.</b>	<b>N</b>	<b>Std.Err.</b>	<b>t-value</b>	<b>df</b>	<b>p</b>
Effective leadership in the organisation influences the performance of the followers (employees) positively.	3,5086	1,1640	175	0,087987	5,7801	174	0,0000
There is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.	2,6761	1,0864	176	0,081889	-3,9549	175	0,0001
Performance management is adequate in the organisation.	2,5852	1,1332	176	0,085418	-4,8558	175	0,0000
The success of the organisation is realised through good performance.	3,5424	1,0658	177	0,080112	6,7702	176	0,0000
Employees are committed in the execution of their duties in the organisation.	3,1136	0,9790	176	0,073795	1,5399	175	0,1254
Employees have positive attitude and morale and that contribute to the overall performance of the organisation.	2,8927	0,9970	177	0,074942	-1,4324	176	0,1538
Effectiveness and efficiency of the organisation result to good performance.	3,5000	1,0365	176	0,078127	6,3998	175	0,0000
The organisation is aware of its strength and weaknesses and manages them appropriately.	3,2102	1,0232	176	0,077128	2,7257	175	0,0071
Employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.).	2,4400	1,0857	175	0,082075	-6,8230	174	0,0000
Employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.	3,0734	1,0337	177	0,077694	0,9453	176	0,3458
The financial position/status of the organisation is stable and satisfactory.	2,6534	1,0024	176	0,075562	-4,5868	175	0,0000

<b>T-test</b>	<b>Mean</b>	<b>Std.Dv.</b>	<b>N</b>	<b>Std.Err.</b>	<b>t-value</b>	<b>df</b>	<b>p</b>
Employees are loyal and have got trust to the organisation's leadership.	2,7670	0,8467	176	0,063820	-3,6502	175	0,0003
Employees in the organisation are working together as a team towards achieving a good performance.	2,8249	0,9640	177	0,072462	-2,4170	176	0,0167
Customers and clients are satisfied with the service rendered by the organisation.	2,8531	0,9051	177	0,068032	-2,1592	176	0,0322
The organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities.	2,5932	1,0679	177	0,080268	-5,0678	176	0,0000
The execution of the organisation's activities complies with good governance principles.	3,2260	0,9323	177	0,070072	3,2251	176	0,0015
Organisational systems and processes enhance performance of the organisation.	3,0852	1,0302	176	0,077653	1,0975	175	0,2739

#### **4.2.9 Chi-Square Test Results**

Chi-square test was conducted as a contribution to assess impact on the consistency on effective leadership at the City of Tshwane Municipality's top and senior management. To achieve this, the participant's current management positions (top and senior management) and their current status (permanent, contract; permanent & acting (temporarily) or contract & acting (temporarily) were assessed with Effective Leadership Items B1 to B17 reflected on table 4.3. The overall results of this assessment are shown on table 4.17 below.

Table 4.17 Overall Chi Square Results: Effective leadership by position level of management and status

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	and acting (te	and acting (te	Total
Strongly Disagree	0 0,17%	6 3,36%	6 3,53%	6 3,29%	0 0,10%	0 0,10%	0 0,03%	6 3,53%
Disagree	3 1,66%	36 20,14%	39 21,80%	35 19,80%	1 0,43%	1 0,63%	2 0,93%	39 21,80%
Not Sure	4 2,46%	45 25,47%	49 27,93%	44 24,97%	1 0,53%	2 1,26%	2 1,16%	49 27,93%
Agree	11 6,19%	53 30,01%	64 36,20%	54 30,48%	4 2,40%	2 1,30%	4 2,03%	64 36,20%
Strongly Agree	5 3,09%	13 7,45%	19 10,55%	14 7,88%	4 2,20%	0 0,10%	1 0,37%	19 10,55%
Total	24 13,58%	153 86,42%	177 100,00%	153 86,42%	10 5,66%	6 3,39%	8 4,53%	177 100,00%
Pearson Chi-square: 11,3593, df=4, p=0.1523				Pearson Chi-square: 21,012, df=12, p=0.2888				

In general, there is no significant association between participants in top and senior management that either agreed or disagree, and in addition there is also no significant association with the fact that participants were permanent, contract and acting. The p-value of 0.15 for current position is greater than 0.05; and p-value 0.28 greater than 0.05 for status of the position confirms, that there is not enough evidence to confirm that responses between agreed and disagreed are associational with position level of management nor status.

Table 4.18 Chi Square test between leadership consistency in the organisation and effective leadership

		There is effective leadership in the organisation					Total
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	
There is leadership consistency in the organisation	Strongly Disagree	4 2,26%	8 4,52%	2 1,13%	2 1,13%	0 0,00%	16 9,04%
	Disagree	2 1,13%	35 19,77%	18 10,17%	26 14,69%	0 0,00%	81 45,76%
	Not Sure	0 0,00%	3 1,69%	16 9,04%	17 9,60%	2 1,13%	38 21,47%
	Agree	0 0,00%	3 1,69%	2 1,13%	26 14,69%	4 2,26%	35 19,77%
	Strongly Agree	0 0,00%	0 0,00%	1 0,56%	3 1,69%	3 1,69%	7 3,95%
	Total	6 3,39%	49 27,68%	39 22,03%	74 41,81%	9 5,08%	177
	Pearson Chi-square: 100,220, df=16, p=,000000						

Results shows that there is a strong association between leadership consistency in the organisation and effective leadership due to Chi square test greater than expected and p-value <0.0001 less than 0.05. Thus there is enough evidence to conclude that there is a strong association between leadership consistency in the organisation and effective leadership.

## 4.2.10 Correlation Test

### 4.2.10.1 Correlation between Effective Leadership and Demographical Information

Table 4.19 Correlation between effective leadership and demographical information

	Ethnic group		Highest qualification		Current position (level of management)		Experience		Status of the position you are occupying	
Item No	r	p-value	r	p-value	r	p-value	r	p-value	r	p-value
B1	-0,0828	0,286	0,239	0,002	-	0,019	0,0243	0,754	0,0658	0,397
B2	0,0857	0,269	0,1127	0,146	-	0	0,0047	0,952	0,1697	0,028
B3	-0,0254	0,744	0,1978	0,01	-	0,069	-0,0677	0,383	0,0998	0,198
B4	-0,1097	0,157	0,2892	0	-	0,059	0,0661	0,395	-0,0058	0,94
B5	-0,0505	0,515	0,1106	0,154	-	0,002	0,0038	0,961	0,1341	0,083
B6	-0,0613	0,43	0,0487	0,531	-	0,002	-0,0076	0,922	0,1094	0,158
B7	0,0254	0,744	0,1094	0,158	-	0,006	-0,0285	0,714	0,1578	0,041
B8	-0,0487	0,531	-0,0349	0,653	-	0,118	0,0045	0,954	0,0627	0,42
B9	-0,0236	0,761	0,1346	0,082	-	0,0381	0,624	0,496	-0,0375	0,629
B10	-0,0985	0,204	0,09	0,246	-	0,2408	0,002	-0,1195	0,123	0,294
B11	-0,09	0,246	0,0551	0,478	-	0,2448	0,001	-0,1339	0,084	0,228
B12	0,0018	0,981	0,0746	0,336	-	0,3594	0	0,0261	0,737	0,029
B13	-0,233	0,002	0,0548	0,48	-	0,2098	0,006	-0,021	0,787	0,775
B14	-0,0374	0,631	-0,086	0,267	-	-0,276	0	-0,0981	0,206	0,175
B15	-0,0952	0,219	0,0304	0,695	-	0,2268	0,003	-0,1518	0,049	0,314
B16	-0,2181	0,005	0,0893	0,25	-	0,1995	0,01	-0,0648	0,404	0,362
B17	-0,1336	0,084	-0,0425	0,584	-	0,0458	0,555	-0,0016	0,983	0,457
Ave.	<b>-0,0703</b>	<b>0,4005</b>	<b>0,0866</b>	<b>0,2984</b>	<b>0,2003</b>	<b>0,0868</b>	<b>-0,0301</b>	<b>0,5826</b>	<b>0,0775</b>	<b>0,3252</b>

The results show that there is a significant correlation between (B1) there is effective leadership in the organisation; and highest qualification (24%;  $p=0.002$ ); and current position (-19%;  $p=0.019$ ); due to p-values less than 0.05. With regard to (B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; a significant correlation of 17% with p-value of 0.028 exist on status of the position. (B3) Leadership in the organisation is aimed at achieving the required performance of the organisation is directly linked to highest qualification with a significant association of 20% and p-value of 0.01

Results shows that the following had a significant negative association with the current position level of management occupied by the participants: (B5) There is honesty and integrity in the organisational leadership (-24%; 0.002); (B6) There is loyalty and trust in the organisational leadership (-23%; 0.002); (B10) Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualification (-24%; 0.002) and (B11) Organisational leadership is inspirational and motivational to its followers (employees) (-22%; 0.003).

(B7) Organisational leadership is visionary and futuristic association with the current position level of management occupied by the participants (-21%; 0.006) and the current status of the position occupied (16%; 0.04) while (B12) Individuals occupying leadership positions in the organisation have good ethical and moral principles correlated significantly with current status of the position being occupied by the participants (16%; 0.02).

(B13) Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance was negatively correlated significantly to ethic group (-23%; 0.002) and current position level of management occupied (-21%; 0.006) as well as (B16) Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times (-22%; 0.005); (-20%; 0.01) respectively.

(B15) Leadership is capable to balance the service delivery mandates, social and economic development of the organisation had a significant correlation with Current position (level of management) (-23%; 0.003) and Experience (-15%; 0.049).

The results show that (B4) There is leadership oversight in the organisation; (B8) There is leadership consistency in the organisation; (B9) Leadership is key in achieving the strategic objectives and good performance; (B14) Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation; (B17) Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

#### **4.2.10.2 Correlation between effective leadership and leadership consistency in the organisation.**

The correlation between effective leaders and leadership consistency in the organisation is shown on table 4.20.

Table 4.20 Correlation between effective leaders and leadership consistency in the organisation.

	There is leadership consistency in the organisation.
There is effective leadership in the organisation.	0,559 p=0,000

The results shows that there is positive correlation of 55.9% between leadership consistency in the organisation and effective leadership, and it is significant with a p-value <0.001. Furthermore, this precisely denotes the extent of the correlation on leadership consistency and effective leadership in the organisation.

### **4.3 CONCLUSION**

The Research Question 1 has been answered. The results shows that there is a positive correlation on leadership consistency and effective leadership. Moreover, the relationship between leadership consistency and effective leadership has been successful proven. The reliability and validity of the research instruments has been ascertained through Cronbach Alpha.

## CHAPTER 5

### DATA ANALYSIS AND RESULTS: QUANTITATIVE ANALYSIS AND RESULTS

#### RESULTS RELATED TO RESEARCH QUESTION 1, 2 AND 3

##### 5.1 INTRODUCTION

The previous chapter presented the results and analysis in answering Research Question 1. This chapter therefore presents and discusses the analysis and results in answering Research Questions 1, 2 and 3 respectively through regressions analysis.

##### 5.1.1 Regression results: impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management

Table 5.1 Regression results of current position (level of management) and effective leadership in the organisation

Q6. Current position (level of management)	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of estimate		
Summary	0,4288	0,18392	0.1493	0,31974		
	Beta	Standard Error of Beta	B	Standard Error of B	t(168)	p-level
Intercept			2,361179	0,139832	16,885858	0,000000
B12	-0,258376	0,084938	-0,108422	0,035643	-3,041933	0,002735
B2	-0,206980	0,102565	-0,075711	0,037517	-2,018050	0,045206
B9	0,151955	0,082704	0,059068	0,032148	1,837341	0,067958
B14	-0,154283	0,092296	-0,057372	0,034322	-1,671611	0,096497
B17	0,084072	0,079302	0,026567	0,025059	1,060151	0,290625
B4	-0,140836	0,094733	-0,048145	0,032385	-1,486665	0,139012
B1	0,132787	0,109380	0,045663	0,037614	1,21400	0,226483
	Sums of Squares	Degree of freedom	Mean Squares	F	p-level	
Regress.	3,8019	7	0,54313	5,3126	0,000017	
Residual	16,8686	165	0,10223			
Total	20,6705					

Results show that level of management has a significant relationship to (B2) Leadership of the organisation has the ability to give a clear picture and direction of the organisation and (B12) Individuals occupying leadership positions in the organisation have good ethical and moral principles; and are explained by 43% of the dependent variable (Level of management). The respective p-values of 0.045 and 0.0027 both less than 0.05 implies that these significantly shows that level of management has a relationship to leadership of the organisation has the ability to give a clear picture and direction of the organisation individuals occupying leadership positions in the organisation have good ethical and moral principles.

Table 5.2 Regression results of status of the position occupied and effective leadership in the organisation

Q8. Status of the position occupied	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of estimate		
Summary	0,2499982	0,0624991	0,04017	0,72337		
	Beta	Standard Error of Beta	B	Standard Error of B	t(168)	p-level
Intercept			0,959360	0,311417	3,080628	0,002414
B2	0,168431	0,087128	0,131222	0,067880	1,933145	0,054900
B17	-0,104123	0,077257	-0,070078	0,051996	-1,347751	0,179553
B12	0,140909	0,085010	0,125939	0,075979	1,657553	0,099274
B9	-0,106351	0,081561	-0,088050	0,067526	-1,303940	0,194038
	Sums of Squares	Degree of freedom	Mean Squares	F	p-level	
Regress.	5,8605	4	1,46512	2,8000	0,027637	
Residual	87,9083	168	0,52326			
Total	93,7688					

Results show that status of the position occupied has no significant relationship to effective leadership explained 25% of the dependent variable (Level of management). The p-value of 0.0054 less than 0.05 implies that this significantly shows that the status of position occupied has a relationship to leadership of the organisation has the ability to give a clear picture and direction of the organisation.



### 5.1.2 Regression Analysis Results: Effective Leadership in the organisation (Section B) is the dependent variable and Strategic Objectives (Section C) and Organisational performance (Section D) are independent variables

This regression results are in line with the Research Question 1 where the impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management was assessed by conducting regression analysis when effective leadership consistency is the dependent variable and impact assessed upon strategic objectives and organisational performance. Regression results are shown on Table 5.3 to Table 5.19 respectively.

Table 5.3 Effective leadership in the organisation

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Standard Error. of Estimate	
0,69713	0,48599	0,47923	71,85813	0,000	0,7243	
	Beta	Standard Error.of Beta	B	Standard Error.of B	t(152)	p-level
Intercept			0.881002	0.210374	4.187789	0.000048
C2	0.501030	0.067861	0.482336	0.065329	7.383167	0.000000
D16	0.290980	0.067861	0.306772	0.071544	4.287872	0.000032

#### • Results

Results show that there is a significant relationship between 'there is effective leadership in the organisation'; and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and 'organisational performance' [(D16) the execution of the organisation's activities complies with good governance principles].

- **The regression model**

The Regression model is given by:

$$y = 0.48 C2 + 0.31 D16 + 0.88 \dots \dots \dots \text{equation (1)}$$

Where,

**Dependent variable**

$y$  is the dependent variable representing effective leadership in the organisation.

**Independent variables of the model**

(C2) and (D16) are the independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents the statement that there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.
- **Organisational performance**  
(D16) represents the statement that the execution of the organisation's activities complies with good governance principles.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and
- **Organisational performance** [(D16) the execution of the organisation's activities complies with good governance principles].

- **Diagnostic results of the regression model**

According to Table 4.17 the independent variables (C2 and D16) had 70% correlation and explained 48% of the variables (R-Square = 48%) significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses represented by the standard error of the parameter estimates was 0.72 which varied between participants based on other variables which were eliminated due to their level of insignificant when applying stepwise regression backward selection. Both variables had p-values less than 0.05 which shows that these are the variables that are of influence on effective leadership. In addition, the t-test results for each parameter estimates or coefficients (C2 and D16) were all greater than expected. All insignificant coefficients were eliminated.

The results show that effective leadership has a bearing on there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and the execution of the organisation's activities complies with good governance principles.

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.4 Leadership of the organisation has the ability to give a clear picture and direction of the organisation

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,67094	0,45017	0,43171	24,39815	0,000	0,71101	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			0,668191	0,291440	2,292725	0,023263
C2	0,265324	0,077955	0,240026	0,070522	3,403557	0,000855
C12	0,248322	0,074175	0,238205	0,071153	3,347759	0,001032
D8	0,338570	0,075217	0,304474	0,067642	4,501257	0,000014
D9	-0,326429	0,076728	-0,284551	0,066884	-4,254371	0,000037
D17	0,321317	0,072930	0,301107	0,068343	4,405823	0,000020

- **Results**

Results show that there is a significant relationship between ‘leadership of the organisation that has the ability to give a clear picture and direction of the organisation’ and ‘strategic objectives and goals’ [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [C12) the strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation]; and ‘organisational performance’ [(D8) the organisation is aware of its strength and weaknesses and manages them appropriately]; [(D9) employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.)]; and [(D17) organisational systems and processes enhance performance of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.24C2 + 0.24C12 + 0.30D8 - 0.28D9 + 0.30D17 + 0.69 \dots \dots \dots equation (2)$$

Where:

**Dependent variable**

y is the dependent variable representing leadership of the organisation has the ability to give a clear picture and direction of the organisation.

**Independent variables**

(C2), (C12), (D8), (D9) and (D17) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C12) represents the strategic objectives of the organisation

consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation.

- **Organisational performance**

(D8) represents the organisation is aware of its strength and weaknesses and manages them appropriately; (D9) represents employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.); and (D17) represents organisational systems and processes enhance performance of the organisation.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and [(C12) the strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation]; and
- **Organisational performance** [(D8) the organisation is aware of its strength and weaknesses and manages them appropriately]; [(D9) employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.)] and [(D17) organisational systems and processes enhance performance of the organisation].

- **Diagnostic results of the regression model**

According to table 4.12, independent and dependent variables had 67% correlation and explained 45% of the variables (R-Square = 45%) significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.71 as indicated by the standard error of the coefficients which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 which shows that these are the variables that

are of influence on leadership of the organisation having the ability to give a clear picture and direction of the organisation.

The results show that leadership of the organisation has the ability to give a clear picture and direction of the organisation has a bearing on; strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation), (the strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation); and organisational performance (the organisation is aware of its strength and weaknesses and manages them appropriately), (employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.) and (organisational systems and processes enhance performance of the organisation).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.5 Leadership in the organisation is aimed at achieving the required performance of the organisation

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate		
0,52324	0,27378	0,26422	28,65127	0,000	0,75617		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level	
Intercept			1,701850	0,306918	5,544968	0,000000	
C10	0,309892	0,069727	0,316141	0,071132	4,444395	0,000017	
D3	0,382823	0,069727	0,303519	0,055282	5,490346	0,000000	

- **Results**

Results show that there is a significant relationship between ‘leadership in the organisation is aimed at achieving the required performance of the organisation’ and ‘strategic objectives and goals’ [(C10) the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines)]; and ‘organisational performance’ [(D3) performance management is adequate in the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.32C10 + 0.30D3 + 1.70 \dots \dots \dots \text{equation (3)}$$

Where:

**Dependent variable**

y is the dependent variable representing leadership in the organisation is aimed at achieving the required performance of the organisation.

**Independent variables**

(C10) and (D3) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C10) represents the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).

- **Organisational performance**

(D3) represents performance management is adequate in the organisation.

The results show that the following variables has an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C10) the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines)]; and
- **Organisational performance** [(D3) performance management is adequate in the organisation].

- **Diagnostic results of the regression model**

According to table 4.47, the dependent and independent variables had 52% positive correlation and R-Square of 72% implying that 72% of the independent variables were explained the dependent variables significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.76 represented by the standard error of the coefficients in table 4.47 which varied between participants based on other variables which were eliminated due to their level of insignificant. The t-tests results were also greater than expected values and in addition the p-values of both the independent variables (C10 and D3) where less than 0.05 which shows that these are the variables that are of influence on leadership in the organisation is aimed at achieving the required performance of the organisation.

The results show that leadership in the organisation is aimed at achieving the required performance of the organisation have a bearing on; strategic objectives and goals (the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines); and organisational performance (performance management is adequate in the organisation).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.



Table 5.6 Results regarding there is leadership oversight in the organisation

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,63609	0,40461	0,39677	51,6464	0,000	0,78824	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			1,197983	0,214031	5,597228	0,000000
C1	0,447969	0,069846	0,385418	0,060093	6,413714	0,000000
D2	0,294571	0,069846	0,271014	0,064260	4,217465	0,000042

- Results**

Results show that there is a significant relationship between ‘there is leadership oversight in the organisation’ and ‘strategic objectives and goals’ [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and ‘organisational performance’ [(D2) there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation].

- Regression model**

The regression model is given by:

$$y = 0.39C1 + 0.27D2 + 1.20 \dots \dots \dots equation (4)$$

Where:

**Dependent variable**

y is the dependent variable representing leadership oversight in the organisation.

### **Independent variables**

(C1) and (D2) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C1) represents effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.
- **Organisational performance**  
(D2) represents there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and
- **Organisational performance** [(D2) there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation].

- **Diagnostic results of the regression model**

According to Table 4:14, the dependent and independent variables had 63% correlation and R-Square of 40% implying that the dependent variable explained 40% of the independent variables significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.79 represented by the standard error of the coefficients which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 which shows that these are the variables that are of influence on leadership oversight in the organisation. In addition, the t-test calculated was greater than expect on both the independent variables.

The results show that leadership oversight in the organisation has a bearing on strategic objectives and goals (effective leadership in the organisation influences the achievement of the strategic); and organisational performance (there is consistency of

leadership in the organisation and that yield to positive contribution in realising good performance of the organisation).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.7 Results regarding there is honesty and integrity in the organisational leadership

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,6285525	0,39507822	0,38711872	49,63608	0	0,742917853	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			1,063764	0,215782	4,929810	0,000002
C2	0,381503	0,073618	0,347250	0,067009	5,182173	0,000001
D16	0,340200	0,073618	0,339114	0,073383	4,621132	0,000008

- Results**

Results show that there is a significant relationship between ‘there is honesty and integrity in the organisational leadership’ and ‘strategic objectives and goals’ [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and ‘organisational performance’ [(D16) the execution of the organisation’s activities complies with good governance principles].

- Regression model**

The Regression model is given by:

$$y = 0.34C2 + 0.34D16 + 1.06 \dots \dots \dots \text{equation (5)}$$

Where:

### **Dependent variable**

y is the dependent variable representing honesty and integrity in the organisational leadership.

### **Independent variables**

(C2) and (D16) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.
- **Organisational performance**  
(D16) represents the execution of the organisation's activities complies with good governance principles.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and
- **Organisational performance** [(D16) the execution of the organisation's activities complies with good governance principles].

- **Diagnostic results of the regression model**

The results show that the dependent and independent variables had positive 63% correlation and explained by R-Square of 40% and significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.74 which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test results

greater than expected which shows that these are the variables that are of influence on honesty and integrity in the organisational leadership.

The results show there is honesty and integrity in the organisational leadership has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation); and organisational performance (the execution of the organisation's activities comply with good governance principles).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.8 Results regarding loyalty and trust in the organisational leadership

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,61409	0,3771	0,36891	46,01041	0	0,73213	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			1,060605	0,195175	5,434122	0,000000
C2	0,479601	0,066807	0,423950	0,059055	7,178884	0,000000
C6	0,270127	0,066807	0,236702	0,058541	4,043376	0,000083

## - Results**

Results show that there is a significant relationship between 'loyalty and trust in the organisational leadership' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.42C2 + 0.24C6 + 1.06 \dots \dots \dots \text{equation (6)}$$

Where:

**Dependent variable**

y is the dependent variable representing loyalty and trust in the organisational leadership.

**Independent variables**

(C2) and (C6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C6) represents followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.

Results show that the following variables has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Diagnosing testing of the regression model**

The results show that the dependent and independent variables had 61% positive correlation and explained 37% of R-Square significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.73 standard error which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 which shows that these are the variables that are of influence on loyalty and trust in the organisational leadership.

The results show that loyalty and trust in the organisational leadership has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation) and (followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals. Thus loyalty and trust has insignificant influence on the organisational performance.

Table 5.9 Organisational leadership is visionary and futuristic

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,5977236	0,35727354	0,34450415	27,97888	0	0,767739871	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			1,387400	0,248373	5,585951	0,000000
C6	0,293163	0,068727	0,264320	0,061965	4,265624	0,000035
D3	0,239390	0,071517	0,204163	0,060993	3,347329	0,001030
D16	0,289721	0,070935	0,288580	0,070656	4,084309	0,000071

- **Results**

Results show that there is a significant relationship between ‘organisational leadership is visionary and futuristic’ and ‘strategic objectives and goals’ [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and ‘organisational performance’ [(D3) performance management is adequate in the organisation]; and [(D16) the execution of the organisation’s activities complies with good governance principles].

- **Regression model**

The regression model is given by:

$$y = 0.26C6 + 0.20D3 + 0.29D16 + 1.39 \dots \dots \dots \text{equation (7)}$$

Where:

**Dependent variable**

y is the dependent variable representing organisational leadership is visionary and futuristic.

**Independent variables**

(C6), (D3) and (D16) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C6) represents followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.
- **Organisational performance**  
(D3) represents performance management is adequate in the organisation; and (D16) represents the execution of the organisation’s activities complies with good governance principles.

Results show that the following variables have an influence on effective leadership in the organisation:



- **Strategic objectives and goals** [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and
- **Organisational performance** [(D3) performance management is adequate in the organisation]; and [(D16) the execution of the organisation's activities complies with good governance principles].

- **Diagnostic test of the regression model**

The results show that the dependent and the independent variables had 60% correlation and R-Square of 36% of variables explained significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.77 of standard error which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence on organisational leadership which is visionary and futuristic.

The results show that organisational leadership visionary and futuristic has a bearing on strategic objectives and goals (followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation); and organisational performance (performance management is adequate in the organisation) and (the execution of the organisation's activities complies with good governance principles).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.10 Leadership consistency in the organisation

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,7245386	0,52495623	0,51551828	55,62182	0	0,720463229	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			0,341379	0,194667	1,753654	0,081519
C2	0,254819	0,079203	0,252986	0,078634	3,217276	0,001584
C6	0,228709	0,059292	0,225086	0,058352	3,857364	0,000169
D2	0,411111	0,079814	0,385759	0,074892	5,150891	0,000001

## • Results

Results show that 'leadership consistency in the organisation' has a relationship with 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation], and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and 'organisational performance' [(D2) there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation].

## • Regression model

$$y = 0.25C2 + 0.23C6 + 0.39D2 + 0.34 \dots \dots \dots \text{equation (8)}$$

Where:

### Dependent variable

y is the dependent variable representing leadership consistency in the organisation.

### Independent variables

(C2), (C6) and (D2) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C6) represents followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.
- **Organisational performance**  
(D2) represents there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.  
The results show that the following variables has an influence on effective leadership in the organisation:
  - **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and
  - **Organisational performance** [(D2) there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation].

- **Diagnostic results of the regression model**

The results show that the dependent and independent variables had 72% correlation and a significant R-Square of variance explained of 52% as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.72 of standard error which varied between participants based on other variables which were eliminated due to their level of insignificant. All variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence on leadership consistency in the organisation.

The results show that leadership consistency in the organisation has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation

and that yield to positive contribution on the achievement of the strategic objectives of the organisation) and (followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation); and organisational performance (there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.11 Leadership is key in achieving the strategic objectives and good performance

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,666246	0,44388367	0,43656635	60,66205	0	0,682776761	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			1,438161	0,274490	5,239388	0,000001
C1	0,408666	0,070643	0,315131	0,054475	5,784919	0,000000
C3	0,355846	0,070643	0,393929	0,078203	5,037226	0,000001

- Results**

Results show that there is a significant relationship between 'leadership is key in achieving the strategic objectives and good performance' and 'strategic objectives and goals' [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C3) the organisation has got clear strategic objectives].

- Regression model**

The regression model is given by:

$$y = 0.32C1 + 0.39C3 + 1.44 \dots \dots \dots \text{equation (9)}$$

Where:

### **Dependent variable**

y is the dependent variable representing leadership is key in achieving the strategic objectives and good performance.

### **Independent variables**

(C1) and (C3) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C1) represents effective leadership in the organisation influences the achievement of the strategic objectives of the organisation; and (C3) represents the organisation has got clear strategic objectives.

The results show that the following variables has an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation; and [(C3) the organisation has got clear strategic objectives].

- **Diagnostic results of the regression model**

The variables had 67% correlation and R-Square of 44% indicating variables explained and due to a p-value less than 0.05 ( $p < 0.001$ ) which is significant. The variation between participant's responses was 0.68 of standard error which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence on leadership being key in achieving the strategic objectives and good performance.

The results show that leadership being key in achieving the strategic objectives and good performance has a bearing on strategic objectives and goals (effective

leadership in the organisation influences the achievement of the strategic objectives of the organisation); and (the organisation has got clear strategic objectives).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals; and that the relationship with organisational performance was insignificant.

Table 5.12 Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,5944139	0,35332783	0,34481898	41,52477	0	0,729831254	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			1,710975	0,204065	8,384447	0,000000
C2	0,450070	0,070679	0,389236	0,061126	6,367785	0,000000
D10	0,251871	0,070679	0,221273	0,062093	3,563582	0,000489

## • Results

Results show that there is a significant relationship between ‘individuals occupying leadership positions in the organisation has got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications’ and ‘strategic objectives and goals’ [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and ‘organisational performance’ [(D10) employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties].

## • Regression model

The regression model is given by:

$$y = 0.39C2 + 0.22D10 + 1.71 \dots \dots \dots \text{equation (10)}$$

Where:

### **Dependent variable**

y is the dependent variable representing individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualification.

### **Independent variables**

(C2) and (D10) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.
- **Organisational performance**  
(D10) represents employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.

The results show the following variables has an influence with effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and
- **Organisational performance** [(D10) employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties].

- **Diagnostic results of the regression model**

These variables had 59% correlation and explained 35% of the variables significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.73 which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 which shows that these are the variables that are of influence on individuals

occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications.

The results show that individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation); and organisational performance (employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties).

Thus, based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.13 Organisational leadership is inspirational and motivational to its followers (employees)

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,5777771	0,33382641	0,32506097	38,08438	0	0,792822182	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			1,342115	0,218207	6,150640	0,000000
C2	0,396415	0,070874	0,366931	0,065603	5,593217	0,000000
D6	0,301982	0,070874	0,289633	0,067976	4,260812	0,000036

- ## Results

Results show that there is a significant relationship between ‘organisational leadership being inspirational and motivational to its followers (employees)’ and ‘strategic objectives and goals’ [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and ‘organisational performance’ [(D6) employees have positive attitude and morale and that contribute to the overall performance of the organisation].



- **Regression model**

$$y = 0.37C2 + 0.29D6 + 1.34 \dots \dots \dots equation (11)$$

Where:

**Dependent variable**

y is the dependent variable representing organisational leadership inspirational and motivational to its followers (employees).

**Independent variables**

(C2) and (D6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.
- **Organisational performance**  
(D6) represents employees have positive attitude and morale and that contribute to the overall performance of the organisation.

Results show that the following variables has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.
- **Organisational performance:** employees have positive attitude and morale and that contribute to the overall performance of the organisation.

- **Diagnostic results of the regression model**

The variables had 58% correlation and R-Square of 33% due to p-value less than 0.05 (p<0.001). The variation between participant's responses was 0.79 of standard

deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test were greater than expected which shows that these are the variables that influence organisational leadership which is inspirational and motivational to its followers (employees).

The results show that organisational leadership is inspirational and motivational to its followers (employees) and that it has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation); and organisational performance (employees have positive attitude and morale and that contribute to the overall performance of the organisation).

Thus, based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.14 Individuals occupying leadership positions in the organisation have good ethical and moral principles

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,6137165	0,37664799	0,36426351	30,41291	0	0,649393115	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			0,757572	0,300014	2,525122	0,012598
C2	0,397659	0,068823	0,310650	0,053764	5,778024	0,000000
C11	0,248060	0,065907	0,250831	0,066643	3,763794	0,000239
D6	0,234695	0,070475	0,189975	0,057046	3,330198	0,001091

## - Results**

Results shows that there is a significant relationship between 'individual occupying leadership positions in the organisation have good ethical and moral principles' and

'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C11) the strategic objectives are aligned to the vision and mission of the organisation]; and 'organisational performance' [(D6) employees have positive attitude and morale and that contribute to the overall performance of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.31C2 + 0.25C11 + 0.19D6 + 0.76 \dots \dots \dots \text{equation (12)}$$

Where:

**Dependent variable**

y is the dependent variable representing Individuals occupying leadership positions in the organisation have good ethical and moral principles.

**Independent variables:**

(C2), (C11) and (D6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C11) represents the strategic objectives are aligned to the vision and mission of the organisation.

- **Organisational performance**

(D6) represents employees have positive attitude and morale and that contribute to the overall performance of the organisation.

Thus the following variables has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and the strategic objectives are aligned to the vision and mission of the organisation.
  - **Organisational performance:** employees have positive attitude and morale and that contribute to the overall performance of the organisation.
- **Diagnostic tests of the regression model**

The variables had 61% correlation and R-Square of 38% of variables explained and due to p-value less than 0.05 ( $p < 0.001$ ), the variation was significant. The variation between participant's responses was 0.65 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence Individuals occupying leadership positions in the organisation have good ethical and moral principles.

The results show Individuals occupying leadership positions in the organisation have good ethical and moral principles has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation); (the strategic objectives are aligned to the vision and mission of the organisation); and organisational performance (employees have positive attitude and morale and that contribute to the overall performance of the organisation).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.15 Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,7137175	0,50939273	0,4929294	30,94105	0	0,745948625	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			0,855701	0,252749	3,38557	0,000908
C1	0,344019	0,070004	0,305508	0,062168	4,91425	0,000002
C7	0,265488	0,073613	0,280317	0,077724	3,60654	0,000423
D2	0,237317	0,068178	0,225365	0,064744	3,48084	0,000656
D8	0,286111	0,070327	0,285773	0,070244	4,06827	0,000077
D10	-0,297196	0,072175	-0,303338	0,073666	-4,11772	0,000063

## • Results

Results show that there is a significant relationship between 'effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance' and 'strategic objectives and goals' [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation]; and 'organisational performance [(D2) there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation]; [(D8) the organisation is aware of its strength and weaknesses and manages them appropriately]; and [(D10) employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties].

- **Regression model**

The regression model is given by:

$$y = 0.31C1 + 0.28C7 + 0.23D2 + 0.29D8 - 0.30D10 + 0.86 \dots \dots \dots equation (13)$$

Where:

**Dependent variable**

y is the dependent variable representing effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

**Independent variables**

(C1), (C7), (D2), (D8) and (D10) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C1) represents effective leadership in the organisation influences the achievement of the strategic objectives of the organisation; and (C7) represents organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.

- **Organisational performance**

(D2) represents there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation; (D8) represents the organisation is aware of its strength and weaknesses and manages them appropriately; and (D10) represents employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** effective leadership in the organisation influences the achievement of the strategic objectives of the organisation; organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.
- **Organisational performance:** there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation; the organisation is aware of its strength and weaknesses and manages them appropriately; and employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.

- **Diagnostic tests of the regression model**

The variables had 71% correlation and R-Square of 51% of the variables explained which was significant due to p-value less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.74 of the standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. All variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence on effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

The results show that effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance has a bearing on strategic objectives and goals (effective leadership in the organisation influences the achievement of the strategic objectives of the organisation); (organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation); and organisational performance (there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation); (the organisation is aware of its strength and weaknesses and manages them appropriately); and (employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.16 Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,6124648	0,37511316	0,36689096	45,62202	0	0,738168571	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			1,393174	0,232619	5,989071	0,000000
C6	0,464105	0,068063	0,409378	0,060037	6,818786	0,000000
C8	0,273203	0,068063	0,254718	0,063458	4,013991	0,000093

- **Results**

Results shows that there is a significant relationship between 'organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation' and 'strategic objectives and goals' [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and [(C8) effectiveness and efficiency of the organisation is achieved through clear strategic objectives].

- **Regression model**

The regression model is given by:

$$y = 0.41C6 + 0.25C8 + 1.39 \dots \dots \dots \text{equation (14)}$$



Where:

### **Dependent variable**

y is the dependent variable representing organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

### **Independent variables**

(C6) and (C8) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C6) represents followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation; and (C8) represents effectiveness and efficiency of the organisation is achieved through clear strategic objectives.

The results show that following variables has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation; and effectiveness and efficiency of the organisation is achieved through clear strategic objectives.

- **Diagnostic results of the regression model**

The variables had 61% correlation and R-Square of percent explained of 38% of the variables which due to p-value less than 0.05 ( $p < 0.001$ ) the variation was significant. The variation between participant's responses was 0.65 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test of greater than expected which shows that these are the variables that are of influence on organisational leadership which is able to handle and manage all the complex challenges and situations experienced by the organisation.

The results show that the organisational leadership which is able to handle and manage all the complex challenges and situations experienced by the organisation has a bearing on strategic objectives and goals (followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation); and (effectiveness and efficiency of the organisation is achieved through clear strategic objectives).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals while organisational performance has insignificant influence.

Table 5.17 Leadership is capable to balance the service delivery mandates, social and economic development of the organisation

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,6624282	0,43881107	0,42766162	39,3572	0	0,678148066	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			0.617307	0.277315	2.226017	0.027494
C7	0.298645	0.071076	0.269826	0.064217	4.201755	0.000045
C9	0.301443	0.064612	0.307816	0.065978	4.665464	0.000007
D1	0.286977	0.069158	0.217861	0.052502	4.149570	0.000055

## - Results**

Results shows that there is a significant relationship between 'leadership is capable to balance the service delivery mandates, social and economic development of the organisation' and 'strategic objectives and goals' [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation]; [(C9) the strategic objectives of the organisation are realistic and measurable]; and 'organisational performance' [(D1) effective leadership in the organisation influences the performance of the followers (employees) positively].

- **Regression model**

The regression model is given by:

$$y = 0.27C7 + 0.31C9 + 0.22D1 + 0.62 \dots \dots \dots equation (15)$$

Where:

**Dependent variable**

y is the dependent variable representing Leadership is capable to balance the service delivery mandates, social and economic development of the organisation

**Independent variables**

(C7), (C9) and (D1) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C7) represents organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation; and (C9) represents the strategic objectives of the organisation are realistic and measurable.
- **Organisational performance**  
(D1) represents effective leadership in the organisation influences the performance of the followers (employees) positively.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation; and the strategic objectives of the organisation are realistic and measurable.

- **Organisational performance:** effective leadership in the organisation influences the performance of the followers (employees) positively.

- **Diagnostic results of the regression model**

The variables had 66% correlation and R-Square of 43% variables which was significant due to p-value less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.68 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. The parameter estimates for the independent variable had p-values less than 0.05 and t-test greater than expected which shows that the variable has an influence on leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

The results show leadership is capable to balance the service delivery mandates, social and economic development of the organisation has a bearing on strategic objectives and goals (organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation); (the strategic objectives of the organisation are realistic and measurable); and organisational performance (effective leadership in the organisation influences the performance of the followers (employees) positively).

Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals, and organisational performance.

Table 5.18 Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,6314358	0,39871118	0,38676504	33,37574	0	0,76389568	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			0.936457	0.265225	3.530805	0.000550
C2	0.348146	0.069075	0.325742	0.064630	5.040099	0.000001
C4	0.257880	0.066163	0.251106	0.064425	3.897648	0.000146
D6	0.260882	0.068222	0.252924	0.066141	3.824029	0.000192

- **Results**

Results shows that there is a significant relationship between ‘organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times’ and ‘strategic objectives and goals’ [(C2) consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [(C4) the organisation’s strategic objectives are communicated to employees of the organisation]; and ‘organisational performance’ [(D6) employees have positive attitude and morale and that contribute to the overall performance of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.33C2 + 0.25C4 + 0.25D6 + 0.94 \dots \dots \dots \text{equation (16)}$$

Where:

**Dependent variable**

y is the dependent variable representing organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

### **Independent variables**

(C2), (C4) and (D6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C4) represents the organisation's strategic objectives are communicated to employees of the organisation.
- **Organisational performance**  
(D6) represents employees have positive attitude and morale and that contribute to the overall performance of the organisation.

The results show that organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and the organisation's strategic objectives are communicated to employees of the organisation.
- **Organisational performance:** employees have positive attitude and morale and that contribute to the overall performance of the organisation.

- **Diagnostic tests of the regression model**

The variables had 63% correlation and R-Square of 40% variables explained as p-value was less than 0.05 ( $p < 0.001$ ) and significant. The variation between participant's responses was 0.76 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. The

parameter estimates for the independent variable had p-values less than 0.05 which shows that the variable has an influence on organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

The results shows that organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times has a bearing on consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; the organisation's strategic objectives are communicated to employees of the organisation; and employees have positive attitude and morale and that contribute to the overall performance of the organisation.

Thus, based on these results we can conclude that we have enough evidence to conclude that organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives has an influence on strategic objectives and goals and not on organisational performance.

Table 5.19 Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives

Multiple R	Multiple R <sup>2</sup>	Adjusted R <sup>2</sup>	F(2,152)	p	Std.Err. of Estimate	
0,5664735	0,3208922	0,31645359	72,2956	0	0,901750473	
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(152)	p-level
Intercept			0.863023	0.194735	4.431784	0.000018
C2	0.566473	0.066623	0.592615	0.069697	8.502682	0.000000

## - Results**

Results show that there is a significant relationship between 'organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.59C2 + 0.86 \dots \dots \dots equation (17)$$

Where:

**Dependent variable**

y is the dependent variable representing Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

**Independent variable**

(C2) as an independent variable explained as follows:

- **Strategic objectives and goals**

(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.

Results show that organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.

- **Diagnostic resting of the regression model**

The variables had 56% correlation and R-Square of 32% of explained variance significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.90 of standard deviation which varied between participants based on other variables which were eliminated due to their level of



insignificant. The parameter estimates for the independent variable had p-values less than 0.05 which shows that the variable has an influence on Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

The results show that organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives has a bearing on consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation. Thus based on these results we can conclude that we have enough evidence to conclude that organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives has an influence on strategic objectives and goals and not on organisational performance.

There is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.

### 5.1.3 Regression Analysis Results: Effective Leadership (Section B) is the dependent variable and Strategic Objective is the independent variable (Section C)

In order to answer the Research Question 1 related to the impact of consistency on effective leadership at City of Tshwane Municipality; regression analysis was performed when statement relating to effective leadership consistency was a dependent variable and strategic objectives statements were independent variables. Regression results are shown on Table 5.20 to Table 5.36 respectively.

Table 5.20 Effective leadership in the organisation

B1	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,6431	0,41357	0,41008	0,76385		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,497645	0,160952	9,30494	0,000000
C2	0,643098	0,059082	0,617818	0,056759	10,88492	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	69,1302	1	69,13021	118,4814	0,000000	
Residual	98,0227	168	0,58347			
Total	167,1529					

#### • Results

Results shows that there is a significant relationship between ‘effective leadership in the organisation’; and ‘strategic objectives and goals’ [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation].

#### • The regression model

The Regression model is given by:

$$y = 0.62 C2 + 1.50 \dots \dots \dots \text{equation (1)}$$

Where,

### **Dependent variable**

y is the dependent variable representing effective leadership in the organisation.

### **Independent variable**

(C2) is the independent variable explained as follows:

- **Strategic objectives and goals**  
(C2) represents the statement that there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.

The results show that the following variable has an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation].

- **Diagnostic results of the regression model**

According to Table 4.20, the independent variable (C2) had 64% correlation and explained 41% of the variable (R-Square = 41%) significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses represented by the standard error of the parameter estimates was 0.76 which varied between participants based on other variables which were eliminated due to their level of insignificant when applying stepwise regression backward selection. The variable (C2) had p-values less than 0.05 which shows that the variable is of influence on effective leadership. In addition, the t-test results for each parameter estimates or coefficients (C2) were all greater than expected. All insignificant coefficients were eliminated.

The results show that effective leadership has a bearing on the consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation. Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.21 Leadership of the organisation has the ability to give a clear picture and direction of the organisation

B2	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,50285	0,25286	0,24391	0,82023		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,215813	0,325406	3,736298	0,000256
C3	0,293329	0,069420	0,336929	0,079738	4,225452	0,000039
C6	0,337401	0,069420	0,305979	0,062955	4,860303	0,000003
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	38,0235	2	19,01175	28,25882	0,000000	
Residual	112,3530	167	0,67277			
Total	150,3765					

## • Results

Results shows that there is a significant relationship between 'leadership of the organisation that has the ability to give a clear picture and direction of the organisation' and 'strategic objectives and goals' [(C3) the organisation has got clear strategic objectives]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

## • Regression model

The regression model is given by:

$$y = 0.34C3 + 0.31C6 + 1.22 \dots \dots \dots \text{equation (2)}$$

Where:

### **Dependent variable**

y is the dependent variable representing leadership of the organisation has the ability to give a clear picture and direction of the organisation.

### **Independent variables**

(C3) and (C6) are independent variables respectively explained as follows:

- **Strategic objectives and goals** [(C3) the organisation has got clear strategic objectives]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Diagnostic results of the regression model**

According to table 5.21, independent and dependent variables had 50% correlation and explained 25% of the variables ( $R\text{-Square} = 25\%$ ) significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.85 as indicated by the standard error of the coefficients which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 which shows that these are the variables that are of influence on leadership of the organisation having the ability to give a clear picture and direction of the organisation.

The results show that leadership of the organisation has got clear strategic objectives and followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation. Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.22 Leadership in the organisation is aimed at achieving the required performance of the organisation

B3	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,49593	0,24595	0,23692	0,7606		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			2,099369	0,232120	9,04431	0,000000
C1	0,404265	0,067487	0,304372	0,050811	5,990293	0,000000
C6	0,252198	0,067487	0,211111	0,056492	3,736995	0,000255
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	31,5120	2	15,75601	27,23541	0,000000	
Residual	96,6115	167	0,57851			
Total	128,1235					

- **Results**

Results show that there is a significant relationship between ‘leadership in the organisation is aimed at achieving the required performance of the organisation’ and ‘strategic objectives and goals’ [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.30C1 + 0.21C6 + 2.10 \dots \dots \dots \text{equation (3)}$$

Where:

**Dependent variable**

y is the dependent variable representing leadership in the organisation is aimed at achieving the required performance of the organisation.

### **Independent variables**

(C1) and (C6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C1) represents effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals:**

[(C1) represents Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Diagnostic results of the regression model**

According to table 5.22, the dependent and independent variables had 49% positive correlation and R-Square of 24% implying that only 24% of the independent variables were explained the dependent variables significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.76 represented by the standard error of the coefficients in table 4.1 which varied between participants based on other variables which were eliminated due to their level of insignificance. The t-tests results were also greater than expected values and in addition the p-values of both the independent variables [(C1) and (C6)] where less than 0.05 which shows that these are the variables that are of influence on leadership in the organisation is aimed at achieving the required performance of the organisation.

The results show that leadership in the organisation is aimed at achieving the required performance of the organisation have a bearing on; strategic objectives and goals based on effective leadership in the organisation influences the achievement of the strategic objectives of the organisation and followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation. Thus based on these

results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.23 There is leadership oversight in the organisation

B4	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,55874	0,31219	0,30802	0,83443		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,576874	0,209256	7,535619	0,000000
C1	0,558738	0,064564	0,483466	0,055866	8,653976	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	52,1448	1	52,14482	74,8913	0,000000	
Residual	114,8851	165	0,69627			
Total	167,0299					

- **Results**

Results show that there is a significant relationship between ‘having leadership oversight in the organisation’ and ‘strategic objectives and goals’ [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.48C1 + 1.578 \dots \dots \dots \text{equation (4)}$$

Where:

**Dependent variable**

y is the dependent variable representing leadership oversight in the organisation.



### **Independent variables**

(C1) is the independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C1) represents effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation].

- **Diagnostic results of the regression model**

According to Table 5.23, the dependent and independent variables had 63% correlation and R-Square of 55% implying that the dependent variable explained 31% of the independent variables significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.83 represented by the standard error of the coefficients which varied between participants based on other variables which were eliminated due to their level of insignificance. The variable (C1) had p-value less than 0.05 which shows that these are the variables that are of influence on leadership oversight in the organisation. In addition, the t-test calculated was greater than expect on both the independent variables.

The results show that leadership oversight in the organisation has a bearing on strategic objectives and goals (effective leadership in the organisation influences the achievement of the strategic). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.24 There is honesty and integrity in the organisational leadership

B5	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,59488	0,35388	0,34614	0,78257		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,199795	0,212620	5,642913	0,000000
C2	0,404677	0,071590	0,378320	0,066928	5,652667	0,000000
C7	0,279499	0,071590	0,274569	0,070328	3,904141	0,000137
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	56,0145	2	28,00724	45,7322	0,000000	
Residual	102,2738	167	0,61242			
Total	158,2882					

- Results**

Results show that there is a significant relationship between Leadership effectiveness 'honesty and integrity in the organisational leadership' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation] and [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

- Regression model**

The regression model is given by:

$$y = 0.38C2 + 0.27C7 + 1.20 \dots \dots \dots \text{equation (5)}$$

Where:

**Dependent variable**

y is the dependent variable representing leadership oversight in the organisation.

### **Independent variables**

(C2) and (C7) are the independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.

(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

- **Diagnostic results of the regression model**

According to Table 5.24, the dependent and independent variables had 59.48% correlation and R-Square of 34% implying that the dependent variable (Effective leadership) explained 34% of the independent variables (strategic objectives) significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.78 represented by the standard error of the coefficients which varied between participants based on other variables which were eliminated due to their level of insignificance. The variable (C1) had p-value less than 0.05 which shows that these are the variables that are of influence on leadership oversight in the organisation. In addition, the t-test calculated was greater than expect on both the independent variables.

The results show that leadership oversight in the organisation has a bearing on strategic objectives and goals (consistency of leadership in the organisation and that

yield to positive contribution on the achievement of the strategic objectives of the organisation; organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.25 There is loyalty and trust in the organisational leadership.

B6	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of estimate		
Summary	0,61181	0,37431	0,36682	0,74459		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,981024	0,193978	5,057387	0,000001
C2	0,455738	0,063323	0,411944	0,057238	7,196997	0,000000
C6	0,307793	0,063323	0,276893	0,056966	4,860657	0,000003
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	55,3893	2	27,69463	49,95294	0,000000	
Residual	92,5872	167	0,55441			
Total	147,9765					

## • Results

Results show that there is a significant relationship between ‘there is honesty and integrity in the organisational leadership’ and ‘strategic objectives and goals’ [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

## • Regression model

The Regression model is given by:

$$y = 0.41C2 + 0.28C6 + 0.98 \dots \dots \dots \text{equation (6)}$$

Where:

### **Dependent variable**

y is the dependent variable representing honesty and integrity in the organisational leadership.

### **Independent variables**

(C2) and (C6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.  
(C6) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Diagnostic results of the regression model**

The results show that the dependent and independent variables had positive 61% correlation and explained by R-Square of 37% and significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.74 which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test results greater than expected which shows that these are the variables that are of influence on honesty and integrity in the organisational leadership.

The results show there is honesty and integrity in the organisational leadership has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation); and (followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.26 Organisational leadership is visionary and futuristic

B7	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,57048	0,32544	0,31325	0,77668		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,122548	0,310875	3,610927	0,000404
C2	0,239095	0,069085	0,216463	0,062545	3,460903	0,000685
C3	0,232958	0,069307	0,265862	0,079096	3,361258	0,000963
C6	0,313132	0,067270	0,282143	0,060613	4,65483	0,000007
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	48,3113	3	16,10377	26,69603	0,000000	
Residual	100,1357	166	0,60323			
Total	148,4471					

## - Results**

Results show that there is a significant relationship between 'organisational leadership is visionary and futuristic' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [(C3) the organisation has got clear strategic objectives]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.22C2 + 0.27C3 + 0.28C6 + 1.12 \dots \dots \dots \text{equation (7)}$$

Where:

**Dependent variable**

y is the dependent variable representing organisational leadership is visionary and futuristic.

**Independent variables**

(C2), (C3) and (C6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.  
(C3) the organisation has got clear strategic objectives; and  
(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.

Results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [(C3) the organisation has got clear strategic objectives]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Diagnostic test of the regression model**

The results show that the dependent and the independent variables had 6057% correlation and R-Square of 32% of variables explained significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.77 of standard error which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence on organisational leadership which is visionary and futuristic.

The results show that organisational leadership visionary and futuristic has a bearing on strategic objectives and goals (followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and The organisation has got clear strategic objectives; and followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.27 There is leadership consistency in the organisation.

B8	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard.Err or of estimate		
Summary	0,66131	0,43733	0,43059	0,78117		
	Beta	Standard. Err.of Beta	B	Standard.Err. of B	t(168)	p-level
Intercept			0,469087	0,203507	2,305014	0,022396
C2	0,512984	0,060050	0,512984	0,060050	8,542599	0,000000
C6	0,306117	0,060050	0,304661	0,059764	5,097702	0,000001
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	79,2048	2	39,60240	64,89841	0,000000	
Residual	101,9070	167	0,61022			
Total	181,1118					



- **Results**

Results shows that ‘leadership consistency in the organisation’ has a relationship with ‘strategic objectives and goals’ [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation], and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Regression model**

$$y = 0.51C2 + 0.030C6 + 0.47 \dots \dots \dots equation (8)$$

Where:

**Dependent variable**

y is the dependent variable representing leadership consistency in the organisation.

**Independent variables**

(C2), and (C6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C6) represents followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Diagnostic results of the regression model**

The results show that the dependent and independent variables had 66% correlation and a significant R-Square of variance explained of 43.7% as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.78 of standard error which varied between participants based on other variables which were eliminated due to their level of insignificant. All variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence on leadership consistency in the organisation.

The results show that leadership consistency in the organisation has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation) and (followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.28 Leadership is key in achieving the strategic objectives and good performance.

B9	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,66787	0,44605	0,43941	0,67014		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,448892	0,259133	5,591298	0,000000
C1	0,392857	0,067258	0,304052	0,052055	5,841011	0,000000
C3	0,374060	0,067258	0,407684	0,073304	5,561531	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	60,3897	2	30,19486	67,23522	0,000000	
Residual	74,9985	167	0,44909			
Total	135,3882					

- **Results**

Results show that there is a significant relationship between ‘leadership is key in achieving the strategic objectives and good performance’ and ‘strategic objectives and goals’ [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C3) the organisation has got clear strategic objectives].

- **Regression model**

The regression model is given by:

$$y = 0.30C1 + 0.41C3 + 1.45 \dots \dots \dots \text{equation (9)}$$

Where:

**Dependent variable**

y is the dependent variable representing leadership is key in achieving the strategic objectives and good performance.

**Independent variables**

(C1) and (C3) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C1) represents effective leadership in the organisation influences the achievement of the strategic objectives of the organisation; and (C3) represents the organisation has got clear strategic objectives.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals** [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C3) the organisation has got clear strategic objectives].

- **Diagnostic results of the regression model**

The variables had 66% correlation and R-Square of 44% indicating variables explained and due to a p-value less than 0.05 ( $p < 0.001$ ) which is significant. The variation between participant's responses was 0.67 of standard error which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence on leadership being key in achieving the strategic objectives and good performance.

The results show that leadership being key in achieving the strategic objectives and good performance has a bearing on strategic objectives and goals (effective leadership in the organisation influences the achievement of the strategic objectives of the organisation); and (the organisation has got clear strategic objectives). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.29 Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications

B10	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,60334	0,36402	0,35636	0,71963		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,241842	0,291466	4,260669	0,000034
C2	0,542723	0,062086	0,469033	0,053656	8,741469	0,000000
C10	0,224610	0,062086	0,235467	0,065087	3,617720	0,000394
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	49,2048	2	24,60242	47,50674	0,000000	
Residual	85,9668	166	0,51787			
Total	135,1716					

- **Results**

Results shows that there is a significant relationship between ‘individual occupying leadership positions in the organisation have good ethical and moral principles’ and ‘strategic objectives and goals’ [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C10) the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines)].

- **Regression model**

The regression model is given by:

$$y = 0.47C2 + 0.24C10 + 1.24 \dots \dots \dots \text{equation (10)}$$

Where:

**Dependent variable**

y is the dependent variable representing Individuals occupying leadership positions in the organisation have good ethical and moral principles.

**Independent variables:**

(C2) and (C10) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C10) represents the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).

Thus the following variable has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(C2) there is consistency of leadership in the organisation and that yield to positive

contribution on the achievement of the strategic objectives of the organisation]; and [(C10) the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines)].

- **Diagnostic tests of the regression model**

The variables had 60% correlation and R-Square of 37% of variables explained and due to p-value less than 0.05 ( $p < 0.001$ ), the variation was significant. The variation between participant's responses was 0.71 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence. Individuals occupying leadership positions in the organisation have good ethical and moral principles.

The results show Individuals occupying leadership positions in the organisation have good ethical and moral principles has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation); (the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.30 Organisational leadership is inspirational and motivational to its followers (employees).

B11	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,56253	0,31644	0,30815	0,80488		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,307799	0,219935	5,946307	0,000000
C2	0,311580	0,074022	0,289954	0,068885	4,209269	0,000042
C7	0,339103	0,074022	0,332486	0,072578	4,581084	0,000009
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	49,4830	2	24,74152	38,19137	0,000000	
Residual	106,8920	165	0,64783			
Total	156,3750					

## • Results

Results show that there is a significant relationship between 'organisational leadership being inspirational and motivational to its followers (employees)' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

## • Regression model

$$y = 0.29C2 + 0.33D6 + 1.31 \dots \dots \dots equation (11)$$

Where:

### Dependent variable

y is the dependent variable representing organisational leadership inspirational and motivational to its followers (employees).

### **Independent variables**

(C2) and (C7) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.

(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation

Results show that the following variable has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation].

- **Diagnostic results of the regression model**

The variables had 56% correlation and R-Square of 32% due to p-value less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.80 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test were greater than expected which shows that these are the variables that influence organisational leadership which is inspirational and motivational to its followers (employees).

The results show that organisational leadership is inspirational and motivational to its followers (employees) and that it has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation); and Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation. Thus, based on these results there is enough



evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.31 Individuals occupying leadership positions in the organisation have good ethical and moral principles.

B12	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,58181	0,33851	0,33058	0,66948		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,594476	0,174411	9,142059	0,000000
C2	0,404372	0,065110	0,319625	0,051464	6,210586	0,000000
C6	0,327353	0,065110	0,257517	0,051220	5,027694	0,000001
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	38,3029	2	19,15145	42,72932	0,000000	
Residual	74,8500	167	0,44820			
Total	113,1529					

## • Results

Results shows that there is a significant relationship between 'individual occupying leadership positions in the organisation have good ethical and moral principles' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation)].

## • Regression model

The regression model is given by:

$$y = 0.32C2 + 0.26C6 + 1.59 \dots \dots \dots \text{equation (12)}$$

Where:

**Dependent variable**

y is the dependent variable representing Individuals occupying leadership positions in the organisation have good ethical and moral principles.

**Independent variables:**

(C2) and (C6) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C6) represents followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.

Thus the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Diagnostic tests of the regression model**

The variables had 58% correlation and R-Square of 34% of variables explained and due to p-value less than 0.05 ( $p < 0.001$ ), the variation was significant. The variation between participant's responses was 0.66 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence Individuals

occupying leadership positions in the organisation have good ethical and moral principles.

The results show Individuals occupying leadership positions in the organisation have good ethical and moral principles has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation); followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.32 Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

B13	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,63614	0,40468	0,39755	0,8132		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,005082	0,236109	4,256851	0,000034
C1	0,397253	0,068327	0,359890	0,061901	5,813972	0,000000
C7	0,339922	0,068327	0,361497	0,072664	4,974905	0,000002
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	75,0701	2	37,53504	56,76014	0,000000	
Residual	110,4358	167	0,66129			
Total	185,5059					

## - Results**

Results show that there is a significant relationship between ‘effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance’ and ‘strategic objectives and goals’ [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; [(C7)

organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.36C1 + 0.36C7 + 1.01 \dots \dots \dots equation (13)$$

Where:

**Dependent variable**

y is the dependent variable representing effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

**Independent variables**

(C1) and (C7), are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C1) represents effective leadership in the organisation influences the achievement of the strategic objectives of the organisation; and (C7) represents organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

- **Diagnostic tests of the regression model**

The variables had 63% correlation and R-Square of 40% of the variables explained which was significant due to p-value less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.81 of the standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. All variables had p-values less than 0.05 and t-test greater than expected which shows that these are the variables that are of influence on effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

The results shows that effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance has a bearing on strategic objectives and goals (effective leadership in the organisation influences the achievement of the strategic objectives of the organisation); (organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation); and organisational performance (there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation); (the organisation is aware of its strength and weaknesses and manages them appropriately); and (employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.33 Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

B14	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,62772	0,39403	0,38677	0,73259		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,285233	0,219566	5,853507	0,000000
C6	0,456295	0,063597	0,410387	0,057198	7,174831	0,000000
C8	0,308903	0,063597	0,288311	0,059357	4,857236	0,000003
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	58,2796	2	29,13978	54,29591	0,000000	
Residual	89,6263	167	0,53668			
Total	147,9059					

## • Results

Results shows that there is a significant relationship between 'organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation' and 'strategic objectives and goals' [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and [(C8) effectiveness and efficiency of the organisation is achieved through clear strategic objectives].

## • Regression model

The regression model is given by:

$$y = 0.41C6 + 0.29C8 + 1.29 \dots \dots \dots \text{equation (14)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

### **Independent variables**

(C6) and (C8) are independent variables respectively explained as follows:

- **Strategic objectives and goals**  
(C6) represents followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation; and (C8) represents effectiveness and efficiency of the organisation is achieved through clear strategic objectives.

The results show that following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and [(8) effectiveness and efficiency of the organisation is achieved through clear strategic objectives].

- **Diagnostic results of the regression model**

The variables had 63% correlation and R-Square percentage explained of 39% of the variables which due to p-value less than 0.05 ( $p < 0.001$ ) the variation was significant. The variation between participant's responses was 0.73 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. Both variables had p-values less than 0.05 and t-test of greater than expected which shows that these are the variables that are of influence on organisational leadership which is able to handle and manage all the complex challenges and situations experienced by the organisation.

The results show that the organisational leadership which is able to handle and manage all the complex challenges and situations experienced by the organisation has a bearing on strategic objectives and goals (followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation); and (effectiveness and efficiency of the organisation is achieved through clear strategic objectives). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals while organisational performance has insignificant influence.

Table 5.34 Leadership is capable to balance the service delivery mandates, social and economic development of the organisation

B15	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,63695	0,4057	0,39496	0,68615		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,882755	0,258573	3,413947	0,000805
C2	0,292659	0,068902	0,249380	0,058713	4,247464	0,000036
C7	0,264483	0,071325	0,236819	0,063865	3,708122	0,000284
C9	0,302371	0,063016	0,295145	0,061510	4,79834	0,000004
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	53,3519	3	17,78397	37,77338	0,000000	
Residual	78,1540	166	0,47081			
Total	131,5059					

## - Results**

Results shows that there is a significant relationship between 'leadership is capable to balance the service delivery mandates, social and economic development of the organisation' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; (C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation]; [(C9) the strategic objectives of the organisation are realistic and measurable].



- **Regression model**

The regression model is given by:

$$y = 0.25C2 + 0.24C7 + 0.30C9 + 0.88 \dots \dots \dots \text{equation (15)}$$

Where:

**Dependent variable**

y is the dependent variable representing Leadership is capable to balance the service delivery mandates, social and economic development of the organisation

**Independent variables**

(C2), (C7) and (C9) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation. (C7) represents organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation; and (C9) represents the strategic objectives of the organisation are realistic and measurable.

The results show that the following variables have an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation]; and [(C9) the strategic objectives of the organisation are realistic and measurable].

- **Diagnostic results of the regression model**

The variables had 64% correlation and R-Square of 41% variables which was significant due to p-value less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.68 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. The parameter estimates for the independent variable had p-values less than 0.05 and t-test greater than expected which shows that the variable has an influence on leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

The results show leadership is capable to balance the service delivery mandates, social and economic development of the organisation has a bearing on strategic objectives and goals (there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation; the strategic objectives of the organisation are realistic and measurable). Thus based on these results there is enough evidence to conclude that effective leadership has an influence on strategic objectives and goals.

Table 5.35 Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times

B16	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,57852	0,33469	0,32672	0,78162		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,578549	0,212360	7,433360	0,000000
C2	0,324190	0,072646	0,298307	0,066846	4,462606	0,000015
C7	0,344819	0,072646	0,333408	0,070242	4,746582	0,000004
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	51,3231	2	25,66153	42,00457	0,000000	
Residual	102,0240	167	0,61092			
Total	153,3471					

- **Results**

Results shows that there is a significant relationship between 'organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times' and 'strategic objectives and goals' [(C2) consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

- **Regression model**

The regression model is given by:

$$y = 0.30C2 + 0.33C7 + 1.58 \dots \dots \dots equation (16)$$

Where:

**Dependent variable**

y is the dependent variable representing organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

**Independent variables**

(C2) and (C7) are independent variables respectively explained as follows:

- **Strategic objectives and goals**

(C2) represents consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and (C7) represents organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.

The results show that organisational leadership encourages its followers (employees) to solve problems rather than being

provided with solutions all the times has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

- **Diagnostic tests of the regression model**

The variables had 58% correlation and R-Square of 33% variables explained as p-value was less than 0.05 ( $p < 0.001$ ) and significant. The variation between participant's responses was 0.78 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. The parameter estimates for the independent variable had p-values less than 0.05 which shows that the variable has an influence on organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

The results shows that organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times has a bearing on consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.

Thus, based on these results we can conclude that we have enough evidence to conclude that organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives has an influence on strategic objectives and goals.

Table 5.36 Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

B17	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard. Error of estimate		
	0,56362	0,31766	0,30949	0,9077		
	Beta	Std.Err. of Beta	B	Std.Err. of B	t(168)	p-level
Intercept			0,518245	0,236472	2,191572	0,029795
C2	0,469456	0,066128	0,495363	0,069777	7,099220	0,000000
C6	0,214002	0,066128	0,224738	0,069445	3,236191	0,001461
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	64,0580	2	32,02899	38,87381	0,000000	
Residual	137,5950	167	0,82392			
Total	201,6529					

## • Results

Results shows that there is a significant relationship between 'organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

## • Regression model

The regression model is given by:

$$y = 0.50C2 + 0.22C6 + 0.52 \dots \dots \dots \text{equation (17)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

### **Independent variables**

(C2) and (C6) as an independent variable explained as follows:

- **Strategic objectives and goals**  
(C2) represents there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.  
(C6) represents followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.

Results show that organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives has an influence on effective leadership in the organisation:

- **Strategic objectives and goals:** [(2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

- **Diagnostic tests of the regression model**

The variables had 56% correlation and R-Square of 32% of explained variance significantly as p-value was less than 0.05 ( $p < 0.001$ ). The variation between participant's responses was 0.91 of standard deviation which varied between participants based on other variables which were eliminated due to their level of insignificant. The parameter estimates for the independent variable had p-values less than 0.05 which shows that the variable has an influence on Organisational leadership

rewards its followers (employees) on the achievement of the agreed goals and objectives.

The results show that organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives has a bearing on consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation as well as followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation. Thus based on these results we can conclude that we have enough evidence to conclude that organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives has an influence on strategic objectives and goals.

#### 5.1.4 Regression Analysis Results: Strategic Objectives (Section C) is the dependent variable and Effective Leadership (Section B) is the independent variable to answer Research Question 2

In order to answer the Research Question 2 related to the influence of effective leadership consistency on the achievement of the strategic objectives at City of Tshwane Municipality; regression analysis was performed when statement relating to strategic objectives was a dependent variable and effective leadership consistency statements were independent variables. Regression results are shown on Table 5.37 to Table 5.48 respectively.

Table 5.37 Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.

C1	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,75777	0,57421	0,56661	0,76268		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			-0,723865	0,301535	2,400597	0,017461
B4	0,336559	0,055702	0,386412	0,063952	6,042178	0,000000
B9	0,340775	0,058221	0,442512	0,075603	5,853100	0,000000
B13	0,309403	0,056980	0,343114	0,063188	5,43001	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	131,7883	3	43,92944	75,5209	0,000000	
Residual	97,7233	168	0,58169			
Total	229,5116					

Results shows that effective leadership in the organisation influences the achievement of the strategic objectives of the organisation representing (strategic objectives and goals) does lead to effective leadership [(B4) there is leadership oversight in the organisation; (B9) leadership is key in achieving the strategic objectives and good performance and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance]. This interpreted by 75% level of association between strategic objectives and effective leadership. Of significance is



the fact that strategic objectives and goals is explaining 57% of the independent variables [(B4) there is leadership oversight in the organisation; (B9) leadership is key in achieving the strategic objectives and good performance and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance] in effective leadership which are significant at  $p < 0.00001$  significantly less than  $p$ -value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.39B4 + 0.44B9 + 0.34B13 - 0.72 \dots \dots \dots \text{equation (1)}$$

Where:

### **Dependent variable**

$y$  is the dependent variable representing strategic objectives and goals: effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.

### **Independent variables**

(B4); (B9) and (B13) as an independent variable explained as follows:

#### ○ **Effective leadership**

[(B4) there is leadership oversight in the organisation; (B9) leadership is key in achieving the strategic objectives and good performance; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance].

Thus there is enough evidence to conclude that strategic objective and goals relating to effective leadership in the organisation influences the achievement of the strategic objectives of the organisation does yield effective leadership based on leadership oversight in the organisation; leadership is key in achieving the strategic objectives and good performance and effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

Table 5.38 There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation

C2	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,77736	0,60429	0,59723	0,65969		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			-0,638439	0,222145	-2,873970	0,004578
B1	0,415619	0,055350	0,428143	0,057018	7,508877	0,000000
B10	0,297566	0,054171	0,346625	0,063102	5,493072	0,000000
B17	0,319133	0,051864	0,306330	0,049784	6,15322	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	111,6503	3	37,21677	85,5191	0,000000	
Residual	73,1113	168	0,43519			
Total	184,7616					

Results shows that there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation (strategic objectives and goals) does lead to effective leadership [(B1) there is effective leadership in the organisation; (B10) individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications; and (B17) organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives].

This is supported by 78% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 60% of the independent variables [(B1) there is effective leadership in the organisation; (B10) individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications; and (B17) organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.43B1 + 0.35B10 + 0.31B17 - 0.64 \dots \dots \dots \text{equation (2)}$$

Where:

**Dependent variable**

y is the dependent variable representing strategic objectives and goals: there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.

**Independent variables**

(B1); (B10) and (B17) as an independent variable explained as follows:

- **Effective leadership**  
[(B1) there is effective leadership in the organisation; (B10) individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications; and (B17) organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

Thus there is enough evidence to conclude that strategic objective and goals relating to there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation does yield effective leadership based on effective leadership in the organisation; individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications; and organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

Table 5.39 The organisation has got clear strategic objectives.

C3	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,63985	0,40941	0,40238	0,63568		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,260557	0,260287	4,842951	0,000003
B9	0,477839	0,063556	0,440248	0,058556	7,518404	0,000000
B15	0,286924	0,063556	0,267324	0,059214	4,514507	0,000012
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	47,0608	2	23,53040	58,2311	0,000000	
Residual	67,8866	168	0,40409			
Total	114,9474					

Results shows that the organisation has got clear strategic objectives (strategic objectives and goals) does lead to effective leadership [(B9) leadership is key in achieving the strategic objectives and good performance; and (B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation]. This is supported by 64% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 40% of the independent variables [(B9) leadership is key in achieving the strategic objectives and good performance, and (B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.44B9 + 0.27B15 + 1.26 \dots \dots \dots \text{equation (3)}$$

Where:

### Dependent variable

y is the dependent variable representing strategic objectives and goals: The organisation has got clear strategic objectives.

### Independent variables

(B9) and (B15) as an independent variable explained as follows:

- **Effective leadership**

[(B9) leadership is key in achieving the strategic objectives and good performance; and (B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation].

Thus there is enough evidence to conclude that strategic objective and goals relating to the organisation has got clear strategic objectives does yield effective leadership based on leadership is key in achieving the strategic objectives and good performance; and leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

Table 5.40 The organisation's strategic objectives are communicated to employees of the organisation.

C4	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,47968	0,2301	0,22104	0,87022		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,445003	0,294879	4,900320	0,000002
B2	0,250342	0,073168	0,260451	0,076123	3,421450	0,000780
B16	0,322550	0,073168	0,333289	0,075604	4,408334	0,000018
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	38,4755	2	19,23774	25,4036	0,000000	
Residual	128,7384	170	0,75728			
Total	167,2139					

Results shows that the organisation's strategic objectives are communicated to employees of the organisation (strategic objectives and goals) does lead to effective leadership [(B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; (B16) organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times]. However the weak level of association (48%) shows that communication is

not effectively done, and that is supported by the R-Square of 23% is explaining the independent variables [(B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; and (B16) organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.26B2 + 0.33B16 + 1.45 \dots \dots \dots \text{equation (4)}$$

Where:

### **Dependent variable**

y is the dependent variable representing strategic objectives and goals: the organisation's strategic objectives are communicated to employees of the organisation.

### **Independent variables**

(B2) and (B16) as an independent variable explained as follows:

#### ○ **Effective leadership**

[(B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; and (B16) organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times

Thus there is enough evidence to conclude that strategic objective and goals relating to the organisation's strategic objectives communication to employees of the organisation does yield effective leadership based on, leadership of the organisation has the ability to give a clear picture and direction of the organisation; and organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times although the correlation and R-Square are not too convincing.

Table 5.41 Both the leadership and followers (employees) have a common understanding on the organisational strategic objectives.

C5	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,48905	0,23917	0,23022	0,89884		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,165611	0,279653	4,168061	0,000049
B8	0,304223	0,070041	0,301286	0,069365	4,343481	0,000024
B14	0,303267	0,070041	0,333270	0,076971	4,329827	0,000025
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	43,1757	2	21,58787	26,7207	0,000000	
Residual	137,3445	170	0,80791			
Total	180,5202					

Results shows that both the leadership and followers (employees) having a common understanding on the organisational strategic objectives (strategic objectives and goals) does lead to effective leadership [(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 49% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 24% of the independent variables [(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.30B8 + 0.33B14 + 1.17 \dots \dots \dots \text{equation (5)}$$

Where:

### Dependent variable

y is the dependent variable representing strategic objectives and goals: Both the leadership and followers (employees) have a common understanding on the organisational strategic objectives.

### **Independent variables**

(B8) and (B14) as an independent variable explained as follows:

- **Effective leadership**

[(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation].

Thus there is enough evidence to conclude that strategic objective and goals relating to both the leadership and followers (employees) have a common understanding on the organisational strategic objectives does yield effective leadership based on, there is leadership consistency in the organisation; and organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation. It should be noted that the correlation of 49% is regarded as a moderate correlation and with an R-Square of less than 50%. However, the results are conclusive as enough evidence since the moderate correlation is due to other variables deleted through stepwise regression resulting in (B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation as significant.



Table 5.42 Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.

C6	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,60414	0,36499	0,35752	0,85178		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,189045	0,265011	0,713347	0,476609
B8	0,261316	0,063989	0,268441	0,065733	4,083795	0,000068
B14	0,472778	0,063989	0,538922	0,072941	7,388473	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	70,8921	2	35,44604	48,8558	0,000000	
Residual	123,3391	170	0,72552			
Total	194,2312					

Results shows that followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation (strategic objectives and goals) does lead to effective leadership [(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 60% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 36% of the independent variables [(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.27B8 + 0.54B14 + 0.19 \dots \dots \dots \text{equation (6)}$$

Where:

### Dependent variable

y is the dependent variable representing strategic objectives and goals: followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.

### Independent variables

(B8); and (B14) as an independent variable explained as follows:

- **Effective leadership**

[(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Thus there is enough evidence to conclude that strategic objective and goals relating to followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation does yield effective leadership based on [(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Table 5.43 Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation

C7	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,66292	0,43946	0,42951	0,7494		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,318469	0,257780	1,235430	0,218385
B5	0,260088	0,062104	0,262656	0,062717	4,187954	0,000045
B13	0,293239	0,069156	0,279087	0,065818	4,240288	0,000037
B16	0,309178	0,067155	0,321475	0,069826	4,60393	0,000008
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	74,4081	3	24,80269	44,1646	0,000000	
Residual	94,9099	169	0,56160			
Total	169,3179					

Results shows that organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation (strategic objectives and goals) does lead to effective leadership [(B5) there is honesty and integrity in the organisational leadership; (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; and (B16) organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times]. This is supported by 66% level of association between Strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 44% of the independent variables [(B5) there is honesty and integrity in the organisational leadership; (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; and (B16) organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.)) which are significant at  $p < 0.00001$  significantly less than  $p$ -value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.26B5 + 0.28B13 + 0.32B16 + 0.32 \dots \dots \dots \text{equation (7)}$$

Where:

### **Dependent variable**

$y$  is the dependent variable representing strategic objectives and goals: organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.

### **Independent variables**

(B5); (B13) and (B16) as an independent variable explained as follows:

#### **○ Effective leadership**

[(B5) there is honesty and integrity in the organisational leadership; (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; and (B16)

organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times].

Thus there is enough evidence to conclude that strategic objective and goals relating to organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation does yield effective leadership based on there is honesty and integrity in the organisational leadership; effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance ; and organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

Table 5.44 Effectiveness and efficiency of the organisation is achieved through clear strategic objectives.

C8	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,60162	0,36195	0,35431	0,80643		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,802936	0,281057	2,856843	0,004823
B4	0,400600	0,063368	0,394459	0,062397	6,321804	0,000000
B14	0,369203	0,063368	0,394874	0,067774	5,826339	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	61,6076	2	30,80378	47,3668	0,000000	
Residual	108,6042	167	0,65032			
Total	170,2118					

Results shows that effectiveness and efficiency of the organisation is achieved through clear strategic objectives. (strategic objectives and goals) does lead to effective leadership [(B4) there is leadership oversight in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 60% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 36% of the independent variables leadership [(B4) there is leadership oversight in the organisation; and (B14)

organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.39B4 + 0.39B14 + +0.80 \dots \dots \dots \text{equation (8)}$$

Where:

### **Dependent variable**

y is the dependent variable representing Strategic Objectives and goals: Effectiveness and efficiency of the organisation is achieved through clear strategic objectives.

### **Independent variables**

(B4) and (B14) as an independent variable explained as follows:

- **Effective leadership**  
 [(B4) there is leadership oversight in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Thus there is enough evidence to conclude that strategic objective and goals relating to effectiveness and efficiency of the organisation is achieved through clear strategic objectives does yield effective leadership based on (B4) leadership oversight in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Table 5.45 The strategic objectives of the organisation are realistic and measurable.

C9	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,46428	0,21555	0,21096	0,79964		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			2,219788	0,246246	9,014500	0,000000
B15	0,464275	0,067730	0,471628	0,068803	6,854747	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	30,0451	1	30,04515	46,9876	0,000000	
Residual	109,3421	171	0,63943			
Total	139,3873					

Results shows that the strategic objectives of the organisation are realistic and measurable. Strategic objectives and goals does lead to effective leadership [(B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation]. This is supported by 46% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 22% of the independent variables [(B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation. which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following Regression equation:

$$y = 0.47B15 + 2.22 \dots \dots \dots \text{equation (9)}$$

Where:

### Dependent variable

y is the dependent variable representing strategic objectives and goals: the strategic objectives of the organisation are realistic and measurable.

### Independent variables

(B15) as an independent variable explained as follows:

- **Effective leadership**

(B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

Thus there is enough evidence to conclude that strategic objective and goals relating to the strategic objectives of the organisation are realistic and measurable, does yield effective leadership based on leadership capability to balance the service delivery mandates, social and economic development of the organisation.

Table 5.46 The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).

C10	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,41005	0,16814	0,16328	0,7766		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			2,649093	0,239150	11,07710	0,000000
B15	0,410052	0,069747	0,392845	0,066820	5,87912	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	20,8458	1	20,84576	34,5640	0,000000	
Residual	103,1311	171	0,60311			
Total	123,9769					

Results shows that the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines). Strategic objectives and goals does lead to effective leadership [(B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation]. This is supported by 41% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 16% of the independent variables [(B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation. which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.39B15 + 2.65 \dots \dots \dots \text{equation (10)}$$

Where:

### Dependent variable

y is the dependent variable representing strategic objectives and goals: the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).

### Independent variables

(B15) as an independent variable explained as follows:

- **Effective leadership**

(B15) Leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

Thus there is enough evidence to conclude that strategic objective and goals relating to The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines) does yield effective leadership based on Leadership capability to balance the service delivery mandates, social and economic development of the organisation.

Table 5.47 The strategic objectives are aligned to the vision and mission of the organisation

C11	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,37846	0,14323	0,1382	0,72855		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			2,939614	0,224429	13,09820	0,000000
B15	0,378464	0,070992	0,334541	0,062753	5,33111	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	15,0855	1	15,08547	28,42078	0,000000	
Residual	90,2343	170	0,53079			
Total	105,3198					

Results shows that the strategic objectives are aligned to the vision and mission of the organisation (strategic objectives and goals) does lead to effective leadership [(B15)



leadership is capable to balance the service delivery mandates, social and economic development of the organisation]. This is supported by 37% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 14% of the independent variables [(B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.33B15 + 2.94 \dots \dots \dots \text{equation (11)}$$

Where:

### **Dependent variable**

y is the dependent variable representing strategic objectives and goals: the strategic objectives are aligned to the vision and mission of the organisation.

### **Independent variables**

(B15) as an independent variable explained as follows:

- **Effective leadership**  
(B15) Leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

Thus there is enough evidence to conclude that strategic objective and goals relating to the strategic objectives are aligned to the vision and mission of the organisation does yield effective leadership based on leadership capability to balance the service delivery mandates, social and economic development of the organisation.

Table 5.48 The strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation

C12	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
	0,37016	0,13702	0,13197	0,93193		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			2,499768	0,268587	9,30709	0,000000
B14	0,370164	0,071040	0,397177	0,076224	5,21066	0,000001
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	23,5804	1	23,58038	27,15095	0,000001	
Residual	148,5121	171	0,86849			
Total	172,0925					

Results shows that the strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation (strategic objectives and goals) does lead to effective leadership [(B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 37% level of association between strategic objectives and effective leadership. Of significance is the fact that strategic objectives and goals is explaining 13% of the independent variables (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.40B14 + 2.50 \dots \dots \dots \text{equation (12)}$$

Where:

### **Dependent variable**

y is the dependent variable representing Strategic Objectives and goals: The strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation.

### **Independent variables**

(B15) as an independent variable explained as follows:

- **Effective leadership**

(B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Thus there is enough evidence to conclude that strategic objective and goals relating to the strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation does yield effective leadership based on (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

### 5.1.5 Regression Analysis Results: Organisational Performance (Section D) is the dependent variable and Effective Leadership Consistency (Section B) is the independent variable

In order to answer the Research Question 3 related to the influence of effective leadership consistency on the realisation of organisational performance at City of Tshwane Municipality; regression analysis was performed when statement relating to organisational performance was a dependent variable and effective leadership consistency statements were independent variables. Regression results are shown on Table 5.49 to Table 5.65 respectively.

Table 5.49 Effective leadership in the organisation influences the performance of the followers (employees) positively.

D1	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of estimate		
Summary	0,69416	0,48186	0,47255	0,8461		
	Beta	Standard Error of Beta	B	Standard Error of B	t(168)	p-level
Intercept			-0,113103	0,304404	-0,37155	0,710693
B4	0,356310	0,059736	0,407229	0,068272	5,964791	0,000000
B13	0,311155	0,068098	0,346093	0,075745	4,569199	0,000009
B15	0,234103	0,067199	0,306619	0,088015	3,48373	0,000631
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	111,1829	3	37,06097	51,76897	0,000000	
Residual	119,5539	167	0,71589			
Total	230,7368					

Results shows that effective leadership in the organisation influences the performance of the followers (employees) positively; and organisational performance does lead to effective leadership [(B4) there is leadership oversight in the organisation; (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; and (B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation]. This is supported by 69% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is

explaining 48% of the independent variables [(B4) there is leadership oversight in the organisation; (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; and (B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.41B4 + 0.35B13 + 0.31B15 - 0.11 \dots \dots \dots \text{equation (1)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational performance: effective leadership in the organisation influences the performance of the followers (employees) positively.

### **Independent variables**

(B4); (B13) and (B15) as an independent variable explained as follows:

#### **○ Effective leadership**

[(B4) there is leadership oversight in the organisation; (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; and (B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation].

Thus there is enough evidence to conclude that organisational performance relating to effective leadership in the organisation influences the performance of the followers (employees) positively does yield effective leadership based on; leadership oversight in the organisation; effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; and leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

Table 5.50 There is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation

D2	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,73984	0,54737	0,53929	0,74457		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			-0,325761	0,229232	1,421098	0,157142
B1	0,278922	0,066262	0,302650	0,071899	4,209367	0,000042
B8	0,398131	0,062722	0,421109	0,066342	6,347536	0,000000
B13	0,256191	0,057589	0,268944	0,060456	4,44860	0,000016
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	112,6305	3	37,54349	67,72075	0,000000	
Residual	93,1370	168	0,55439			
Total	205,7674					

Results shows that there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation (organisational performance) does lead to effective leadership [(B1)there is effective leadership in the organisation; (B8) there is leadership consistency in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance]. This is supported by 74% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 55% of the independent variables [(B1) there is effective leadership in the organisation; (B8) there is leadership consistency in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following Regression equation:

$$y = 0.30B1 + 0.42B8 + 0.27B13 - 0.33 \dots \dots \dots \text{equation (2)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational performance: there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.

### **Independent variables**

(B1); (B8) and (B13) as an independent variable explained as follows:

- **Effective leadership**  
[(B1) There is effective leadership in the organisation; (B8) there is leadership consistency in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance].

Thus there is enough evidence to conclude that organisational performance relating to there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation does yield effective leadership based on effective leadership in the organisation; there is leadership consistency in the organisation; and effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance].

Table 5.51 Performance management is adequate in the organisation

D3	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,63179	0,39916	0,38843	0,88383		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			-0,380218	0,299322	-1,270264	0,205747
B4	0,264255	0,066337	0,295975	0,074299	3,983541	0,000101
B8	0,332879	0,065688	0,364480	0,071924	5,067552	0,000001
B13	0,244843	0,065161	0,289439	0,077030	3,75750	0,000236
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	87,1846	3	29,06152	37,20327	0,000000	
Residual	131,2340	168	0,78116			
Total	218,4186					

Results shows that performance management is adequate in the organisation (organisational performance) does lead to effective leadership [(B4) there is leadership oversight in the organisation; (B8) there is leadership consistency in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance]. This is supported by 63% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 39% of the independent variables [(B4) there is leadership oversight in the organisation; (B8) there is leadership consistency in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.30B4 + 0.36B8 + 0.29B13 - 0.38 \dots \dots \dots \text{equation (3)}$$

Where:

### Dependent variable

y is the dependent variable representing performance management is adequate in the organisation.



### Independent variables

(B4); (B8) and (B13) as an independent variable explained as follows:

- **Effective leadership**

[(B4) there is leadership oversight in the organisation; (B8) there is leadership consistency in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance].

Thus there is enough evidence to conclude that organisational performance relating to performance management is adequate in the organisation does yield effective leadership based on (B4) there is leadership oversight in the organisation; (B8) there is leadership consistency in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

Table 5.52 The success of the organisation is realised through good performance

D4	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,52167	0,27214	0,26357	0,92307		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,783978	0,354863	2,209243	0,028494
B3	0,290986	0,071255	0,357758	0,087606	4,083734	0,000068
B15	0,332838	0,071255	0,403997	0,086489	4,671087	0,000006
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	54,1568	2	27,07841	31,78021	0,000000	
Residual	144,8490	170	0,85205			
Total	199,0058					

Results shows that the success of the organisation is realised through good performance (organisational performance) does lead to effective leadership [(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B15) leadership is capable to balance the service delivery

mandates, social and economic development of the organisation]. This is supported by 52% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 27% of the independent variables [(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.36B3 + 0.40B15 + 0.78 \dots \dots \dots \text{equation (4)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational performance: The success of the organisation is realised through good performance.

### **Independent variables**

(B3) and (B15) as an independent variable explained as follows:

- **Effective leadership**  
(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B15) leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

Thus there is enough evidence to conclude that organisational performance relating to the success of the organisation is realised through good performance does yield effective leadership based on leadership in the organisation is aimed at achieving the required performance of the organisation and leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

Table 5.53 Employees are committed in the execution of their duties in the organisation.

D5	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,3883	0,15078	0,14578	0,9131		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,731726	0,260436	6,649327	0,000000
B16	0,388300	0,070678	0,401257	0,073037	5,493910	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	25,1649	1	25,16490	30,18305	0,000000	
Residual	141,7363	170	0,83374			
Total	166,9012					

Results shows that employees are committed in the execution of their duties in the organisation (organisational performance) does lead to effective leadership [(B16) organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times]. This is supported by 39% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 15% of the independent variables [(B16) organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times] which is significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.40B16 + 1.73 \dots \dots \dots \text{equation (5)}$$

Where:

### Dependent variable

y is the dependent variable representing organisational performance: employees are committed in the execution of their duties in the organisation.

### Independent variables

(B16) as an independent variable explained as follows:

- **Effective leadership**

(B16) organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

Thus there is enough evidence to conclude that organisational performance relating to employees are committed in the execution of their duties in the organisation does yield effective leadership based on organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

Table 5.54 Employees have positive attitude and morale and that contribute to the overall performance of the organisation

D6	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,5482	0,30053	0,2923	0,84644		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,733056	0,263928	2,777480	0,006094
B6	0,318900	0,070839	0,336061	0,074651	4,501756	0,000012
B14	0,330662	0,070839	0,356884	0,076456	4,667801	0,000006
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	52,3301	2	26,16503	36,52020	0,000000	
Residual	121,7971	170	0,71645			
Total	174,1272					

Results shows that employees have positive attitude and morale and that contribute to the overall performance of the organisation (organisational performance) does lead to effective leadership [(B6) there is loyalty and trust in the organisational leadership; (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 55% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 30% of the independent variables [(B6) there is loyalty and trust in the organisational leadership; and (B14) organisational leadership is able to handle and manage all the complex

challenges and situations experienced by the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.34B6 + 0.36B14 + 0.73 \dots \dots \dots \text{equation (6)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational performance: employees have positive attitude and morale and that contribute to the overall performance of the organisation.

### **Independent variables**

(B6) and (B14) as an independent variable explained as follows:

- **Effective leadership**  
[(B6) there is loyalty and trust in the organisational leadership;  
(B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation].

Thus there is enough evidence to conclude that organisational performance relating to employees have positive attitude and morale and that contribute to the overall performance of the organisation does yield effective leadership based; on loyalty and trust in the organisational leadership; and organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Table 5.55 Effectiveness and efficiency of the organisation result to good performance

D7	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,59853	0,35823	0,35064	0,83361		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,764809	0,305820	2,500848	0,013342
B3	0,280268	0,066195	0,330489	0,078057	4,233964	0,000038
B13	0,436314	0,066195	0,432046	0,065548	6,591330	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	65,5549	2	32,77745	47,16810	0,000000	
Residual	117,4393	169	0,69491			
Total	182,9942					

Results shows that effectiveness and efficiency of the organisation result to good performance (organisational performance) does lead to effective leadership [(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance]. This is supported by 60% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 36% of the independent variables [(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.33B3 + 0.43B13 + 0.76 \dots \dots \dots \text{equation (7)}$$

Where:

#### **Dependent variable**

y is the dependent variable representing organisational performance: Effectiveness and efficiency of the organisation result to good performance.

### Independent variables

(B3) and (B13) are independent variables explained as follows:

- **Effective leadership**

[(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance].

Thus there is enough evidence to conclude that organisational performance relating to effectiveness and efficiency of the organisation result to good performance does yield effective leadership based on; leadership in the organisation is aimed at achieving the required performance of the organisation; and effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

Table 5.56 The organisation is aware of its strength and weaknesses and manages them appropriately.

D8	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,58089	0,33743	0,32959	0,84248		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,384747	0,318741	1,207083	0,229087
B3	0,303609	0,067232	0,356096	0,078855	4,515813	0,000012
B14	0,396841	0,067232	0,437262	0,074081	5,902526	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	61,0882	2	30,54410	43,03331	0,000000	
Residual	119,9525	169	0,70978			
Total	181,0407					

Results shows that the organisation is aware of its strength and weaknesses and manages them appropriately (organisational performance) does lead to effective leadership [(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B14) organisational leadership is able to handle

and manage all the complex challenges and situations experienced by the organisation]. This is supported by 58% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 34% of the independent variables [(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.36B3 + 0.44B14 + 0.38 \dots \dots \dots \text{equation (8)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational performance: the organisation is aware of its strength and weaknesses and manages them appropriately.

### **Independent variables**

(B3); and (B14) as an independent variable explained as follows:

#### ○ **Effective leadership**

[(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]

Thus there is enough evidence to conclude that organisational performance relating to the organisation is aware of its strength and weaknesses and manages them appropriately does yield effective leadership based on; (B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.



Table 5.57 Employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.)

D9	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,53869	0,29019	0,27744	0,92251		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,028510	0,285139	3,607052	0,000409
B1	0,349479	0,086510	0,375521	0,092957	4,039733	0,000081
B2	0,286672	0,085891	-0,327048	0,097988	3,337633	0,001042
B6	0,420504	0,080767	0,479456	0,092090	5,20641	0,000001
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	58,1023	3	19,36743	22,75797	0,000000	
Residual	142,1199	167	0,85102			
Total	200,2222					

Results shows that employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.) (organisational performance) does lead to effective leadership [(B1) there is effective leadership in the organisation; (B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; and (B6) there is loyalty and trust in the organisational leadership]. This is supported by 54% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 29% of the independent variables [(B1) there is effective leadership in the organisation; (B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; and (B6) there is loyalty and trust in the organisational leadership] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following Regression equation:

$$y = 0.38B1 - 0.33B2 + 0.48B6 + 1.03 \dots \dots \dots \text{equation (9)}$$

Where:

### Dependent variable

y is the dependent variable representing organisational performance: Employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.).

### Independent variables

(B1); (B2) and (B6) as independent variables explained as follows:

- **Effective leadership**

[(B1) there is effective leadership in the organisation; (B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; and (B6) there is loyalty and trust in the organisational leadership].

Thus there is enough evidence to conclude that organisational performance relating to employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.) does yield effective leadership based on; [(B1) there is effective leadership in the organisation; (B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; and (B6) there is loyalty and trust in the organisational leadership].

Table 5.58 Employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.

D10	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,48746	0,23762	0,22865	0,90764		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,654919	0,341424	1,918199	0,056762
B3	0,309251	0,074724	0,365299	0,088268	4,138546	0,000055
B10	0,263804	0,074724	0,306049	0,086691	3,530350	0,000534
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	43,6507	2	21,82535	26,49298	0,000000	
Residual	140,0487	170	0,82382			
Total	183,6994					

Results shows that employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties (organisational performance) does lead to effective leadership [(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B10) individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications]. This is supported by 49% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 24% of the independent variables [(B3) leadership in the organisation is aimed at achieving the required performance of the organisation; and (B10) individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following Regression equation:

$$y = 0.37B3 + 0.31B10 + 0.65 \dots \dots \dots \text{equation (10)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational performance: Employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.

### **Independent variables**

(B3); and (B10) as independent variables explained as follows:

#### **○ Effective leadership**

(B3) Leadership in the organisation is aimed at achieving the required performance of the organisation; (B10) individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications].

Thus there is enough evidence to conclude that organisational performance relating to employees of the organisation have got willingness and effort to go an extra mile in

the execution of their duties does yield effective leadership based on; leadership in the organisation is aimed at achieving the required performance of the organisation; and individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications.

Table 5.59 The financial position/status of the organisation is stable and satisfactory.

D11	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,50119	0,25119	0,24233	0,87062		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,774483	0,271358	2,854102	0,004856
B8	0,349050	0,069621	0,338234	0,067464	5,013561	0,000001
B14	0,271628	0,069621	0,290937	0,074570	3,901515	0,000138
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	42,9707	2	21,48534	28,34542	0,000000	
Residual	128,0991	169	0,75798			
Total	171,0698					

Results shows that the financial position/status of the organisation is stable and satisfactory (organisational performance) does lead to effective leadership [(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 50% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 25% of the independent variables [(B8) there is leadership consistency in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following Regression equation:

$$y = 0.34B8 + 0.29B14 + 0.77 \dots \dots \dots \text{equation (11)}$$

Where:

### Dependent variable

y is the dependent variable representing organisational performance: The financial position/status of the organisation is stable and satisfactory.

### Independent variables

(B8) and (B14) as independent variables explained as follows:

- **Effective leadership**  
 [(B8) there is leadership consistency in the organisation; and  
 (B14) organisational leadership is able to handle and manage all  
 the complex challenges and situations experienced by the  
 organisation].

Thus there is enough evidence to conclude that organisational performance relating to employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties does yield effective leadership based on; leadership consistency in the organisation; and organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Table 5.60 Employees are loyal and have got trust to the organisation's leadership.

D12	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,49423	0,24426	0,23532	0,73571		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,067303	0,242176	4,407145	0,000019
B1	0,319513	0,072376	0,269569	0,061062	4,414644	0,000018
B14	0,274153	0,072376	0,251619	0,066427	3,787918	0,000211
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	29,5653	2	14,78264	27,31080	0,000000	
Residual	91,4754	169	0,54127			
Total	121,0407					

Results shows that employees are loyal and have got trust to the organisation's leadership (organisational performance) does lead to effective leadership [(B1) there

is effective leadership in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 49% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 24% of the independent variables [(B1) there is effective leadership in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation] which are significant at  $p < 0.00001$  significantly less than  $p$ -value of 0.05.

The model has a good fit and is represented by the following Regression equation:

$$y = 0.27B1 + 0.25B14 + 1.07 \dots \dots \dots \text{equation (12)}$$

Where:

#### **Dependent variable**

$y$  is the dependent variable representing organisational performance: Employees are loyal and have got trust to the organisation's leadership.

#### **Independent variables**

(B1) and (B14) as independent variables explained as follows:

##### **Effective leadership**

[(B1) there is effective leadership in the organisation; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation].

Thus there is enough evidence to conclude that organisational performance relating to employees are loyal and have got trust to the organisation's leadership does yield effective leadership based on; there is effective leadership in the organisation; and organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Table 5.61 Employees in the organisation are working together as a team towards achieving a good performance

D13	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,47974	0,23015	0,22109	0,85511		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,024419	0,266634	3,842045	0,000172
B6	0,292233	0,074317	0,296554	0,075416	3,932227	0,000122
B14	0,276148	0,074317	0,287008	0,077240	3,715790	0,000275
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	37,1615	2	18,58073	25,41072	0,000000	
Residual	124,3067	170	0,73122			
Total	161,4682					

Results shows that effective leadership in the organisation influences the performance of the followers (employees) positively (organisational performance) does lead to effective leadership [(B6) there is loyalty and trust in the organisational leadership; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 48% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 23% of the independent variables [(B6) there is loyalty and trust in the organisational leadership; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.30B6 + 0.29B14 + 1.02 \dots \dots \dots \text{equation (13)}$$

Where:

### Dependent variable

y is the dependent variable representing organisational performance: effective leadership in the organisation influences the performance of the followers (employees) positively.

## Independent variables

(B6); and (B14) as an independent variable explained as follows:

- **Effective leadership**  
 [(B6) there is loyalty and trust in the organisational leadership; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation].

Thus there is enough evidence to conclude that organisational performance relating to effective leadership in the organisation influences the performance of the followers (employees) positively does yield effective leadership based on; there is loyalty and trust in the organisational leadership; and organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Table 5.62 Customers and clients are satisfied with the service rendered by the organisation.

D14	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,48103	0,23139	0,22235	0,80516		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,946514	0,274749	3,445013	0,000719
B12	0,257452	0,075759	0,284538	0,083730	3,398279	0,000845
B14	0,304682	0,075759	0,298409	0,074199	4,021706	0,000087
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	33,1785	2	16,58925	25,58936	0,000000	
Residual	110,2088	170	0,64829			
Total	143,3873					

Results shows customers and clients are satisfied with the service rendered by the organisation (organisational performance) does lead to effective leadership [(B12) individuals occupying leadership positions in the organisation have good ethical and moral principles; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation]. This is supported by 48% level of association between organisational performance and



effective leadership. Of significance is the fact that organisational performance is explaining 23% of the independent variables [(B12) individuals occupying leadership positions in the organisation have good ethical and moral principles; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.28B_{12} + 0.30B_{14} + 0.95 \dots \dots \dots \text{equation (14)}$$

Where:

### **Dependent variable**

y is the dependent variable representing organisational performance: Customers and clients are satisfied with the service rendered by the organisation.

### **Independent variables**

(B12) and (B14) as independent variables explained as follows:

- **Effective leadership**  
[(B12) individuals occupying leadership positions in the organisation have good ethical and moral principles; and (B14) organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation].

Thus there is enough evidence to conclude that organisational performance relating to customers and clients are satisfied with the service rendered by the organisation does yield effective leadership based on; individuals occupying leadership positions in the organisation have good ethical and moral principles; and organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

Table 5.63 The organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities

D15	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,40496	0,164	0,15911	0,98353		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			1,222321	0,247632	4,936041	0,000002
B1	0,404964	0,069921	0,430853	0,074391	5,791761	0,000000
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	32,4485	1	32,44847	33,54450	0,000000	
Residual	165,4128	171	0,96733			
Total	197,8613					

Results shows that the organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities (organisational performance) does lead to effective leadership [(B1) there is effective leadership in the organisation]. This is supported by 40% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 16% of the independent variable [(B1) there is effective leadership in the organisation] is which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.43B1 + 1.22 \dots \dots \dots \text{equation (15)}$$

Where:

### Dependent variable

y is the dependent variable representing organisational performance: the organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities.

### Independent variables

(B1) as an independent variable explained as follows:

- **Effective leadership**

(B1) there is effective leadership in the organisation.

Thus there is enough evidence to conclude that organisational performance relating to the organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities does yield effective leadership based on effective leadership in the organisation.

Table 5.64 The execution of the organisation's activities complies with good governance principles.

D16	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,65671	0,43127	0,42117	0,7157		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,550871	0,247122	2,229148	0,027122
B2	0,264865	0,064797	0,262905	0,064317	4,087617	0,000067
B4	0,288969	0,065282	0,268060	0,060559	4,426440	0,000017
B5	0,297604	0,069384	0,284953	0,066435	4,28922	0,000030
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	65,6425	3	21,88082	42,71739	0,000000	
Residual	86,5656	169	0,51222			
Total	152,2081					

Results shows that the execution of the organisation's activities complies with good governance principles (organisational performance) does lead to effective leadership [(B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; (B4) there is leadership oversight in the organisation; and (B5) there is honesty and integrity in the organisational leadership]. This is supported by 66% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 43% of the independent variables [(B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; (B4) there is leadership oversight in the organisation; and (B5) there is honesty and integrity in the

organisational leadership] which are significant at  $p < 0.00001$  significantly less than  $p$ -value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.26B2 + 0.27B4 + 0.28B5 + 0.55 \dots \dots \dots \text{equation (16)}$$

Where:

### **Dependent variable**

$y$  is the dependent variable representing organisational performance: the execution of the organisation's activities complies with good governance principles.

### **Independent variables**

(B2); (B4) and (B5) as independent variables explained as follows:

- **Effective leadership**  
[(B2) leadership of the organisation has the ability to give a clear picture and direction of the organisation; (B4) there is leadership oversight in the organisation; and (B5) there is honesty and integrity in the organisational leadership].

Thus there is enough evidence to conclude that organisational performance relating to the execution of the organisation's activities complies with good governance principles does yield effective leadership based on; leadership of the organisation has the ability to give a clear picture and direction of the organisation; there is leadership oversight in the organisation; and there is honesty and integrity in the organisational leadership.

Table 5.65 Organisational systems and processes enhance performance of the organisation.

D17	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std.Error of estimate		
Summary	0,5991	0,35893	0,35134	0,83094		
	Beta	Std.Err.of Beta	B	Std.Err.of B	t(168)	p-level
Intercept			0,734578	0,250655	2,930632	0,003851
B1	0,399691	0,068167	0,407897	0,069566	5,863428	0,000000
B13	0,306743	0,068167	0,302931	0,067320	4,499893	0,000013
	Sums of Squares	df	Mean Squares	F	p-level	
Regress.	65,3307	2	32,66537	47,30999	0,000000	
Residual	116,6867	169	0,69045			
Total	182,0174					

Results shows that organisational systems and processes enhance performance of the organisation (organisational performance) does lead to effective leadership [(B1) there is effective leadership in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance]. This is supported by 60% level of association between organisational performance and effective leadership. Of significance is the fact that organisational performance is explaining 36% of the independent variables [(B1) there is effective leadership in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance] which are significant at  $p < 0.00001$  significantly less than p-value of 0.05.

The model has a good fit and is represented by the following regression equation:

$$y = 0.41B1 + 0.30B13 + 0.73 \dots \dots \dots \text{equation (17)}$$

Where:

### Dependent variable

y is the dependent variable representing organisational performance: organisational systems and processes enhance performance of the organisation.

### **Independent variables**

(B1); and (B13) as an independent variable explained as follows:

- **Effective leadership**  
[(B1) there is effective leadership in the organisation; and (B13) effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance].

Thus there is enough evidence to conclude that organisational performance relating to organisational systems and processes enhance performance of the organisation does yield effective leadership based on; there is effective leadership in the organisation; and effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

### **5.1.6 CONCLUSION ON THE REGRESSION RESULTS**

From the regression results, the results show that there is a significant relationship between effective leadership and strategic objectives as well as organisational performance. Result also revealed that effective leadership is highly correlated with a strong relationship with strategic objectives than it is with organisational performance, as other variables that influenced strategic objectives were not necessarily an influence on organisational performance. These results have subsequently answered the research questions, and likewise have further ensured that the research objectives of this study are met.

## CHAPTER 6

### DATA ANALYSIS AND RESULTS: QUALITATIVE ANALYSIS

#### 6.1 INTRODUCTION

This chapter presents qualitative data analysis and results. Qualitative data collection was categorised into three Sub-sections. Sub-section A presents the answers to the questions about effective leadership, Sub-section B presents the answers to the questions about strategic objectives and goals, and lastly Sub-section C discusses the answers to the questions about organisational performance. Three face-to-face structured interviews with a representative sample of 15 of the population were conducted in different municipal boardrooms (offices). Each interview session lasted for approximately 45 minutes and consisted of 19 open-ended questions.

#### 6.2 DEMOGRAPHICAL INFORMATION OF RESPONDENTS

Table 6.1 shows the demographical information of participants that were interviewed during the research study as part of qualitative data collection process.

Table 6.1 Demographical information of respondents

Category	Variable	Frequency	Percentage (%)
<b>Gender</b>	Male	8	53%
	Female	7	47%
<b>Occupation</b>	Top Management	4	27%
	Senior Management	11	73%
<b>Ethnic Group</b>	African	10	67%
	White	2	13%
	Coloured	1	7%
	Indian	2	13%
<b>Marital Status</b>	Married	14	93%
	Not Married	1	7%
<b>Age Group</b>	25-29	0	0%
	30-39	2	13%
	40-49	11	73%
	50-59	2	13%
	60-65	0	0%

Category	Variable	Frequency	Percentage (%)
Qualification	>65	0	0%
	Matric	0	0%
	Diploma	2	13%
	B-Degree	6	40%
	Honours	2	13%
	Masters	4	27%
	Doctorate	1	7%
Years of Experience	1-5	0	0%
	6-10	2	13%
	11-15	5	33%
	16-20	8	53%
	21+	0	0%
	n	15	100%

From a total number of 15 participants; top management (Group Head, Divisional Head, Section 56) were 4 (27%) compared to 11 (73%) senior management comprises of Directors and Deputy Directors. Males contributed 8 (53%) of 15 respondents compared to 7 of 15 (47%) females. All of the participants interviewed were permanently employed. The age group of 11 (73%) in the majority were 40-49 years, then followed by 30-39 years and 50-59 years with 2 participants respectively. Regarding the marital status, 14 participants (93%) in the majority were married and only 1 (fewer) participant unmarried. Majority of the participants were African with 10 of 15 participants, then followed by White and Indian respectively with a figure of 2 participants, and lastly was Coloured with only 1 participant.

Majority of participants (6 of 15) were qualified with bachelor degrees, followed by 4 of 15 participants with masters degrees, then 2 participants with honours degrees and diplomas respectively, and fewer or only 1 participant with a doctoral degree. Majority of participants (8 of 15) had between 16-20 years of experience, then followed by 5 participants with 11-15 years of experience and the last one being 2 participants with 6-10 years of experience.



### 6.3 SUB-SECTION A: EFFECTIVE LEADERSHIP

Table 6.2 shows participant's responses on effective leadership questions. Responses are categorised into various themes; and furthermore, direct quotes from some of the participants are highlighted in emphasising their respective responses provided during the interview sessions.

Table 6.2 Effective leadership questions and associated themes

Category	Questions	Themes
Leadership Change	Why is that occurring frequently	Strategic direction
		Employment contract
		Senior management
		Leadership oversight
		Service delivery
		Political cycle (5-years)
	What do you think can be the contributing factors to that	Political cycle (5-years)
		5-years is not enough
		Cosmetic changes
		Direct relationship
		Leadership
		Continuity
Effective Leadership	What is your understanding of effective leadership?	Service delivery
		Visionary
		Strategic direction
		Consultation
		Vision and mission
		Management
		Leadership
Leadership Change	Do you think there is a relationship in the change of leadership and the achievement of the strategic objectives?	Resources allocation and utilisation
		Political cycle (5-years)
		5-years is not enough
		Cosmetic changes
		Direct relationship
		Leadership
		Continuity
		Service delivery
	What can be done to avoid frequent change of leadership?	Revise employment contract
		Permanent appointment
		Benefits and incentives
		Performance
		Rewards

Category	Questions	Themes
Effective Leadership	Do you think effective leadership is necessary or essential for your organisation?	Leadership is needed
		Leadership is essential
		Employees morale
		Direction and support
		Performance base
		Strategic objectives
		Continuity
		Change is needed
	Do you think consistency of leadership in the organisation correlates with effective leadership?	Continuity
		Change is needed
		Strategic objectives
		Performance base

**Effective Leadership Questions Introduction Statement: The City of Tshwane Metropolitan Municipality has been experiencing a change in senior management (leadership) positions due to various factors.**

**i. Reasons for experiencing frequent occurrence of changes in senior management (leadership) positions**

The organisation has been experiencing changes in senior management (leadership) positions to enhance effective leadership by applying strategic leadership and leadership oversight. This is achieved through new contract appointment (employment contracts) of senior management in order to achieve the organisational strategic objectives for improving service delivery.

Majority of participants cited a five year political cycle (13 of 15); and 5-years employment contract for senior management (11 of 15) as the main reasons behind a frequent change in senior management (leadership) positions in the municipality. Other participants indicated strategic direction (10 of 15), the embedded responsibilities on service delivery (6 of 15) and new priorities (4 of 15) as forces driving frequent change in senior management (leadership) positions.

Another reasons mentioned for frequent change was due to administration change or new leadership (political leadership) in every 5 years. Participants indicated that leadership oversight was one of the reasons why senior management change

frequently as they are linked to Section “56 and 57” appointments; and two participants highlighted excessive working hours worked by senior management as reasons for frequent change. Service delivery was also flagged as a factor due to political cycle which then determines change and mandate from communities.

**For example, participants responded by saying:**

Participant 10 said *“Five year cycle. Political change”*.

Participant 7 said *“Yes, I agree with that”*.

Participant 7 said *“It is because of the employment contract. The section 56 and 57 employees reporting to the municipal manager”*.

Participant 7 said *“Well it only occurs when there is election isn’t it? And the change of the administration and political leadership. Every 5 years”*.

Participant 8 said *“change happen because political leadership must do leadership oversight on the administration”*.

Participant 8 said *“Is because of a new strategic direction”*.

Participant 5 said *“I agree to that”*.

Participant 9 said *“Is the environment we are in. The political environment”*.

**ii. Contributing factors to change in senior management**

The factors contributing to changes in senior management (leadership) positions were: elections (i.e., political cycle) (11 of 15), new leadership (6 of 15), strategic direction (10 of 15) and leadership oversight (i.e., new priorities, new strategies) (5 of 15), employment contracts (11 of 15), and excessive working hours (2 of 15), and poor service delivery (3 of 15) → which sometimes make people to resign from their jobs.

**For example, participants responded by saying:**

Participant 1 said    *“The answers in the previous question are applicable to this one as well”.*

Participant 6 said    *“Inputs of the previous question are relevant”.*

Participant 9 said    *“It is because of the responsibility of service delivery to the poor and rich customers. And that responsibility tends to create tension in people because you are trying to match the administration processes by ensuring that the needs of the people are met”.*

**iii.    Understanding of effective leadership**

Participants indicated that effective leadership means a leader who is visionary (2 of 15); who can give strategic direction (6 of 15); an inclusive, consultative, and goal-oriented leadership (3 of 15); and capable of effecting the best resources allocation (3 of 15).

**For example, participants responded by saying:**

Participant 1 said    *“Well for me effective leadership is leadership that is inclusive, consultative, visionary, goal orientated, driven by a mission to achieve strategic goals. It encompasses a lot of things. For me the consultative part including the lower level to up, that shows effective leadership. Because you can’t lead at the top without knowing at the bottom”.*

Participant 7 said    *“It is also about someone who can lead and take accountability”.*

Participant 9 said    *“Is understanding vision and mission and interpret them to goals. Making available the resources and allocating adequately so that goals are met”.*

Participant 10 said *“It is all about resources allocation and utilisation”*.

Participant 10 said *“There is a difference between leadership and management. You can use less resources and achieve more, is all about leadership”*.

Thus effective leadership is associated with accountability, visionary, leadership, management, vision and mission, strategic objectives and goals, and resources utilisation.

#### **iv. Relationship in the change of leadership and the achievement of the strategic objectives**

Majority of participants indicated that there is no relationship in the change of leadership and the achievement of the strategic objectives in the City of Tshwane Metropolitan Municipality. The reason for this is that the changes that are happening are cosmetic changes (6 of 15), and are happening for political reasons (i.e., political cycle) (8 of 15); no real changes are occurring in strategic objectives and performance (2 of 15). The participants said that changes that happen in the organisation do not enhance effective leadership (5 of 15), but they do happen simply “to discredit the previous administration” (1 of 15), and for winning political elections (1 of 15), and pride and proving a point (2 of 15). When there is a change in leadership and in strategic objectives, the new strategic objectives (with the new leadership) cannot be covered in 5-years (7 of 15). The mandate of service delivery remains the same and organisational mission stays the same (7 of 15). Instead, the changes in leadership that are happening in the municipality are hindering the organisation’s objectives (3 of 15). Continuity of ineffective leadership results into poor service delivery (3 of 15). This implies that, according to the participants, if the changes in leadership are meant to bring about effective leadership, then there would be a relationship between a change in leadership and the achievement of strategic objectives (4 of 15).

This shows that participants have different perceptions on the relationship between change in leadership and the achievement of the strategic objectives; hence majority argued that there is no relationship in the change of leadership and the achievement of the strategic objectives in the City of Tshwane Metropolitan Municipality.

**For example, participants responded by saying:**

Participant 1 said *“There is a direct relationship”*.

Participant 11 said *“A relationship do exist”*.

Participant 4 said *“No major change, it is just cosmetic change”*.

Participant 7 said *“I agree”*.

Participant 12 said *“I do agree”*.

Participant 14 said *“I am in agreement”*.

Participant 8 said *“Yes, with the political cycle, the new political leadership will change and bring their new strategic objectives and people who will deliver to the communities”*.

Participant 7 said *“I also think it hinders the achievement of the City’s objectives. Because of the constant changes. It does not take five years to achieve the objectives, it is longer than that. It is always a disjuncture between what this political cycle needs and the next political cycle needs”*.

Participant 6 said *“There is no relationship”*.

Participant 15 said *“I support you point. No relationship at all”*.

Participant 13 said *“I am in agreement”*.

**v. What can be done to avoid frequent change of leadership?**

A lot can be done to avoid frequent changes of leadership. This include the following: Revising employment contracts (i.e. in terms of benefits and incentives, performance, rewards, and condition of employment), putting a succession plan in place, and having permanent leadership (say, for 5-7 years). Participant (1 of 15) suggested that strategic thinking needs 10-15 years, in which, performance-based contracts can be made. However, care must be taken as permanent contracts may not necessarily deliver.

**For example, participants responded by saying:**

Participant 8 said *"I don't think change in leadership is a problem. You always need fresh minds. However five years is too short"*.

Participant 9 said *"I agree. Five years is not enough. Average of five to seven years is reasonable. Strategic thinking need ten to fifteen years"*.

Participant 10 said *"Performance based contract is necessary. Give them benefits and incentives"*.

**vi. Do you think effective leadership is necessary or essential for your organisation?**

Majority of participants (15 of 15) indicated that effective leadership is essential and needed for guidance, support and direction, and to motivate employees. Leadership is supposed to boost employee's morale to improve productivity in the organisation.

**For example, participants responded by saying:**

Participant 7 said *"Yes. Is essential for every organisation"*.

Participant 5 said *"Very much essential"*.

Participant 11 said “Leadership is essential for the organisation to perform optimally”.

Participant 6 said “Continuity of leadership is essential for the organisation to prosper”.

**vii. Do you think consistency of leadership in the organisation correlates with effective leadership?**

The participants thought that consistency of leadership in the organisation can correlate with effective leadership if consistency and continuity are based on organisational strategic objectives. If for an example, the objectives of the organisation are not being achieved, there should be changes in the leadership to make it effective by appointing visionary and well qualified leaders. This means that consistency can be a good or a bad idea depending on the effectiveness of the existing leadership. Changes in leadership should not be cosmetic, for example, for scoring political points. Certain people are good in certain environments. It was suggested that consistency and changes in leadership must be made based on and aligned to the achievement of the organisational strategic objectives.

Majority of participants (15 of 15) indicated that leadership in the organisation does correlate with effective leadership. The participants thought that consistency of leadership in the organisation can correlate with effective leadership if consistency and continuity are based on organisational strategic objectives.

**For example, participants responded by saying:**

Participant 6 said *“If for an example, the objectives of the organisation are not being achieved, there should be changes in the leadership to make it effective by appointing visionary and well qualified leaders”.*

Participant 13 said *“Consistency can be a good or a bad idea depending on the effectiveness of the existing leadership”.*



Participant 15 said “*Changes in leadership should not be cosmetic, for example, for scoring political points*”.

Participant 11 said “*Certain people are good in certain environments*”.

Participant 14 said “*Consistency and changes in leadership must be made based on to the achievement of the organisational strategic objectives*”

## 6.4 SUB-SECTION B: STRATEGIC OBJECTIVES

Table 6.3 shows participant’s responses on strategic objectives questions. Responses are categorised into various themes; and furthermore, direct quotes from some of the participants are highlighted in emphasising their respective responses provided during the interview sessions.

Table 6.3 Strategic objectives questions and associated themes

Category	Questions	Themes
Strategic objective	How are the strategic objectives of the municipality formulated?	Aligned with the spheres of government
		Aligned with community needs
		Local government responsibilities
		Service delivery
		Vision and mission
Good governance	How are they (strategic objectives) related or aligned to the performance of the organisation?	Performance
		Compliance
		Auditing
		Governance
Stakeholder engagement	Is there a consultation taking place with stakeholders during the process of compiling the strategic objectives of the organisation?	Consultation
		Interaction
		Internal and external stakeholders
Performance	Is strategic objectives aligned to the core business of the organisation?	Performance targets
		Performance agreements
		Performance
	What usually happens when the organisation did not achieved its strategic objectives?	Consequence management
		Coaching
		Performance management
		Organisational resources

Category	Questions	Themes
Effective leadership	Do you think consistency of leadership in the organisation correlates to the achievement of the organisational objectives?	Spheres of government
		Leadership effectiveness
		Leadership consistency

**Effective Leadership Questions Introduction Statement: City of Tshwane is one of the largest Municipality having critical responsibilities towards the social and economic development of the society.**

**i. Formulation of the strategic objectives of the municipality**

Participants indicated that for strategic objectives to be achieved, there must be synergy with other spheres of government. Responses from participants in this regard were that; the strategic objectives of the municipality are formulated by aligning them to the national strategic objectives (5 of 15), provincial and local government (4 of 15), the integrated development plan (7 of 15), mandates of government (2 of 15), and the national government framework (3 of 15). In addition, respondents mentioned that strategic objectives are aligned to the community needs, organisational resources, local government responsibilities, and vision and mission to enhance transparency in local government and service delivery.

**For example, participants responded by saying:**

Participant 8 said “They are currently aligned with other spheres of government. They are directly linked with each other”.

Participant 7 said “To add on that, look at what the national government has developed in terms of the framework that local government has to deliver on. Then we look at the community needs and our resources. We determine our strategic objectives in line with that”.

Participant 9 said “I don’t know really if is done correctly. Because is developed at the MMC Political level. For an example now we have the

Democratic Alliance who is ruling; but from the provincial level there is also priority set by African National Congress; from national level there is also a priority set. I don't know if there is really essential integration".

**ii. Relation or alignment of the strategic objectives to the performance of the organisation**

Results shows that majority of respondents relate or align the strategic objectives to the performance of the organisation by exercising good governance; that is, through ensuring compliance to Auditor General Audit (6 of 15); and by aligning them to the expenditure (3 of 15); and developing them at the political level (4 of 15). Participant 13 indicated that *"it is essential to integrate and align them to the national, provincial and local needs to be able to deliver the basic services"*.

**iii. Consultation with stakeholders during the process of compiling the strategic objectives of the organisation**

Participant 1 responded that *"deeper understanding of people's needs is realised through consultation by means of stakeholder engagement"*. Majority of respondents indicated that this is guided by the legislation. The themes that emanated from this questions were: Consultation (10 of 15); Interaction (4 of 15); Internal and external (2 of 15) stakeholders. Participant 10 indicated that *"In the organisation, external stakeholders are being consulted but internal stakeholders are not consulted, and internal engagement is missing"*.

Participant 5 said *"yes, but unsure on the full integration of inputs gathered during the Integrated Development Plan Process"*. Participant 13 said *"Yes, but recommendation or inputs made are not considered", and then it becomes just for compliance purposes"*. In addition, Participant 15 said *"In general, consultation is taking place, but the process is not successful probably because the internal consultation is not adequate and implementation is not taking place"*.

#### **iv. Alignment of the strategic objectives to the core business of the organisation**

Majority of respondents agreed that strategic objectives are aligned to the core business of the organisation. The main theme mentioned by all participants was performance (15 of 15). The themes that came as a result of performance were; performance targets (10 of 15); performance agreements (4 of 15). However fewer participants (3 of 15) were not sure if this is being transformed into tangible targets. Participant 5 said *“The problem might be implementation”*. Participants 7 said: *“Yes. Strategic objectives are aligned to the core business of the organisation, and employee’s performance agreements are in place”*.

#### **For example, participants responded by saying:**

Participant 8 said “Yes they are. If you look into our business plan, they are aligned”.

Participant 7 said “On paper, yes they are aligned, but in reality or the implementation is something else. There is a disjuncture”.

#### **v. When the organisation did not achieve its strategic objectives**

Majority of respondents indicated that planning and resources should be aligned (10 of 15), and there should be clear lines between national, provincial and local governments (6 of 15). The themes emanated from this questions according to respondents view were “Consequence management (4 of 15); Coaching (3 of 15); Performance management (5 of 15); Organisational resources (2 of 15) and Spheres of government (2 of 15).

Respondents presented the following as the reasons for not achieving strategic objectives: leadership function being missing, compliance culture being only on paper, hence no implementation and no consequences management in place. Local government has got resources but they are not being utilised properly, effectively and efficiently.

**For example, participants responded by saying:**

Participant 6 said *“Normally, in the organisation, when strategic objectives are not achieved, there are community protests, and no consequence management”*.

Participants 12 said *“When the organisation did not achieve its strategic objectives, many things take place. These include, coaching, performance management, people do not get rewards, people get punished”*.

Participant 5 said *“Coaching sessions are conducted but the problem is that when they are conducted, no feedback of the outcome is given. Either being demotion, suspension, training and development”*.

Participant 10 said *“If you cannot measure, then you can’t manage”*.

Participant 10 said *“If you look at the culture of compliance, I can be compliant on paper, but on the ground the output does not correlate with the performance”*.

Participant 15 said *“There should be clear targets at the political level. Local government has resources but are not being utilised properly, effectively and efficiently”*.

**vi. Correlation of consistency of leadership in the organisation to the achievement of the organisational objectives**

Majority of respondents (14 of 15) mentioned effective leadership as the main theme to this question. The themes that resulted from this question were leadership effectiveness (7 of 15) and leadership consistency (9 of 15). Some of respondents indicated that there is no guarantee that consistency of leadership will yield positive results or outcome because the existing leadership can either be effective or ineffective. Majority of respondents did not think that consistency of leadership in the organisation would necessarily correlate with the achievement of the organisational

objectives, for this depends on whether the leadership is effective or not. By implication, if the leadership is effective, consistency of leadership in the organisation will correlate with the achievement of the organisational objectives.

**For example, participants responded by saying:**

Participants 2 said *“It is only the consistency or continuity of effective leadership which should be encouraged to achieve the organisational objectives”*.

Participant 1 said *“What matters most is the effectiveness of leadership, that is commitment and type of leadership, as leadership is key to the success of any organisation, not consistency”*.

Participant 7 said *“I think effectiveness of leadership may, but not consistency”*.

## 6.5 SUB-SECTION C: ORGANISATIONAL PERFORMANCE

Table 6.4 shows participant’s responses on organisational performance questions. Responses are categorised into various themes; and furthermore, direct quotes from some of the participants are highlighted in emphasising their respective responses provided during the interview sessions.

Table 6.4 Organisational performance questions and associated themes

Category	Questions	Themes
Performance	What is your take on the performance of your organisation in the past five years?	Poor performance
		Average performance
		Performance
		Governance
		Organisational performance
Strategic objectives	Do you think there is a relationship in change of leadership and the realisation of performance in relation to the set targets?	Change of leadership
		New person and ideas
		Strategies
Motivation		Employees low morale
		Employees commitment

Category	Questions	Themes
	Does employee's commitment have effect on the performance of your organisation?	Commitment
		Employees development
		Morale
Effective leadership	Do you think that consistency of leadership in the organisation correlates to the realisation of performance?	Leadership change
		Leadership consistency
		Consistency
Factors	What are factors that affect performance either positively or negatively?	Performance of employees
		Employees commitment
		Employees morale
		Supervisor-employee relationship
		Rewards
		Benefits
Communication	Is there anything that you would like to add to what we have already discussed?	Information sharing
		Flow of information
		Consultation
		Effective communication

**Effective Leadership Questions Introduction Statement: Performance of the organisation is fundamental and it reflects on its leadership.**

**i. Your take on the performance of your organisation in the past five years**

According to the participants, in general, performance in the organisation in the past five years has been poor and is terribly declining because of the financial position not good (2 of 15), wasteful expenditure is ridiculous (2 of 15), infrastructure is poor (4 of 16), there is no planning between departments and operations (is poor) (1 of 15), resources are not adequate (4 of 15), there is no adherence to applicable legislations (5 of 15), and there is no consequence management (2 of 15). In general, participants argued that good governance is key, culture of performance is needed, and national laws should be enforced. Competency is also needed for people to make good decisions.

**For example, participants responded by saying:**

Participant 9 said *“I think there is a clear visible decline in rendering of services, a disjuncture on budget and the services rendered, no clear direction and strategic direction, and no governance”*.

Participant 7 said *“I think the City’s performance has decline. We can’t use our resources properly. There is a clear lack of governance”*.

Participant 7 said *“Employee’s morale is declining, and there is an influx of people in the city who makes local government unable to govern and manage its affairs effectively”*.

Participant 2 said *“It is surprising that the Auditor General cleared the organisation”*.

Participant 14 said *“The performance was average”*.

Participant 8 said *“Our clinics are crowded by non-South Africans. And we must service them with that resources that we don’t have. We are barely managing the people we have in the City. Because is a capital City, is being flooded by a whole lot of people. Nobody cares whether we are having this influx. From National government, from provincial, from everybody. All informal settlements cropping up, half of the people are not South African, and must be serviced with the current little resources”*.

**ii. Relationship in change of leadership and the realisation of performance in relation to the set targets**

Majority of participants (9 of 15) indicated that the most important part is strategic objectives. The themes established from this category were: Change of leadership (3 of 15); strategies (2 of 15); new person and ideas (4 of 15); that there would be a relationship between change of leadership and the realisation of performance provided the change in leadership was for the betterment of effective leadership. A change in



leadership may affect how things are achieved if there is consistency or continuity of good leadership. Thus majority of participants were unsure if there is a relationship in change of leadership and the realisation of performance in relation to the set targets since according to participants, change in leadership is not for the betterment of effective leadership.

**For example, participants responded by saying:**

Participant 9 said *“Even if the new leader brings new ideas, focus and plans, he or she cannot bring about changes in the performance so long as he or she stays for a short time”.*

Participant 9 said *“He or she would need at least 2-years to adjust before implementing any changes”.*

Participant 3 said *“The fact of the matter is that he or she will not continue with the previous leadership’s ideas”.*

Participant 12 said *“The relationship depends on the time the new leader will occupy the position, which is consistency or continuity”.*

**iii. Effect of employee’s commitment on the performance of your organisation**

Motivation came out as a main theme in this question as was raised by 14 of 15 participants and thus making it majority. The themes emanated from motivation were, employees low morale (9 of 15); employees commitment (5 of 15); employees development (2 of 15). All participants indicated that yes, employee’s commitment influences the performance of the organisation.

**For example, participants responded by saying:**

Participant 5 said *“If they are not committed, then nothing happens”.*

Participant 3 said *“Low morale affects performance negatively, that is why, leadership must motivate employees to perform their duties”.*

Participant 13 said *“Commitment can be affected by the organisations internal processes, red tape and politics”.*

Participant 9 said *“A committed employee gets frustrated if there are no opportunities for growth in the organisation, being promotion, career development, etc.)”.*

Participant 6 said *“Employees should also be trained to grow and develop. It was also said that lack of ethics affects performance in the organisation”.*

#### **iv. Correlation of consistency of leadership in the organisation to the realisation of performance**

Effective leadership was highlighted by majority of respondents as what could potentially correlate to organisational performance. The themes that emanated from participants responses are, leadership change (8 of 15); leadership consistency (3 of 15) and consistency (5 of 15). Respondents view is that consistency must be performance based and aligned with achievement of strategic objectives for it to correlate positively with the realisation of performance.

#### **For example, participants responded by saying:**

Participant 1 said *“It is true that new approaches need new ideas which are normally initiated by new leadership, but the changes of leadership in the organisation happen too frequently. Effective leadership is key not consistency”.*

Participant 1 said *“There is no guarantee that consistency of leadership will yield positive results, or outcome and achievements”.*

Participant 2 said *“Consistency of leadership in the organisation can correlate with the realisation of performance if it is not politically influenced and senior leaders are appointed on merit”*.

Participant 10 said *“Consistency of leadership must be qualified, “yes, if good leaders are reappointed; and no if bad leaders are not appointed”*.

Participant 11 said *“What matters is efficiency and effectiveness of leadership”*.

The implication however, was that the participants indicated that consistency of leadership in the organisation will correlate with the realisation of performance, only if it is consistency of performance-based appointments of leaders or well qualified leaders, who can implement good governance.

#### **v. Factors that affect performance either positively or negatively**

The following themes from participant's responses were established, performance of employees; employees commitment; employees morale, supervisor-employee relationship; rewards and benefits. The results show that from the themes established, the following are the factors that affect performance either positively or negatively:

- Motivation (i.e., rewards, reward system, benefits, and employees' morale) (3 of 15)
- Employees commitment (2 of 15)
- Ethics, morals (4 of 15)
- Resources (i.e., Human resources, Finances, Employee work requirements) (5 of 15)
- Business management processes, Systems, Systems integration (7 of 15)
- Employees attributes (1 of 15)
- Communication (8 of 15)
- Relationship between employee and supervisor (7 of 15)
- Dependencies and inter-dependencies (3 of 15)
- Political environment (6 of 15)
- Employee development, training (2 of 15)

- Technology (3 of 15)
- Recruitment process (4 of 15)
- Support from supervisor (6 of 15)
- Rewards and Rewards (7 of 15)

**For example, participants responded by saying:**

Participant 15 said *“Relationship between a supervisor and employee and how they support each other”*.

Participant 13 said *“Political influences can be a negative influence affecting performance”*.

Participant 14 said *“Lack of communication between senior management and employees”*.

Participant 3 said *“Recruitment process; resources, employee development and training”*.

**vi. Anything that you would like to add to what we have already discussed**

Communication was highlighted by 1 of 15 participants as not being effective, and that there is no sufficient consultation in the organisation. There is no flow of information from top to bottom. The themes emerged were information sharing (4 of 15); flow of information (3 of 15); consultation (5 of 15) and effective communication (8 of 15).

**For example, participants responded by saying:**

Participant 2 said *“Yes. We need to look at our communication strategies. Information does not flow from top to bottom. You get things from the passages. It is bad man”*.

## **6.6 CONCLUSION**

The respondents argued that effective leadership is associated with aspects such as accountability, visionary, leadership, management, vision and mission, strategic objectives and goals, and resources allocation and utilisation. Respondents indicated that there is no relationship between leadership consistency and the achievement of the strategic objectives in the organisation. However, permanent employment appointment and increasing of the employment contract period to more than five years can result to effective leadership consistency.

Furthermore, respondents argued that there is a relationship between the strategic objectives and organisational performance; and thus consistency of effective leadership correlates with the achievement of the strategic objectives.

Moreover, the perception of the respondents is that there is a relationship between leadership consistency and the realisation of the organisational performance; meaning that a correlation do exist. Likewise, factors that affect performance negatively amongst others have been cited as employee's morale, supervisor-employee relationship, motivation, rewards and benefits, resources, organisational processes and systems and the political environment.

## **CHAPTER 7**

### **DISUSSION CONCLUSION AND RECOMMENDATIONS**

#### **7.1 INTRODUCTION**

The results, analysis and interpretation of the data have been presented and discussed in the previous chapters. Therefore, this chapter will dwell extensively on the discussions of the findings in line with the literature presented in Chapter 2 of this study, and thereby making recommendations based on the findings. Furthermore, conclusions and limitations will be presented, and moreover, possible future research areas for further studies will be highlighted.

#### **7.2 FINDINGS AND CONCLUSION TO THE RESEARCH STUDY**

This study was intended to achieve the following objectives:

- a. To evaluate the impact of consistency on effective leadership at City of Tshwane Municipality's top and senior management.
- b. To establish the influence of leadership consistency in achieving the strategic objectives at City of Tshwane Municipality.
- c. To establish the influence of leadership consistency on the realisation of organisational performance at City of Tshwane Municipality.
- d. To develop a framework prescribing how effective leadership consistency should be formed and used to realise performance and achieve objectives in local government.

The following research questions were answered:

- a. What is the impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management?
- b. What is the influence of effective leadership consistency in achieving the strategic objectives at City of Tshwane Municipality?
- c. What is the influence of effective leadership consistency on the realisation of organisational performance at City of Tshwane Municipality?

Furthermore, the study also tested the following hypotheses:

- H<sub>01</sub>: Consistency of leadership in the organisation does not correlates with effective leadership.
- H<sub>a1</sub>: Consistency of leadership in the organisation correlates with effective leadership.
- H<sub>02</sub>: Consistency of effective leadership in the organisation does not correlates to the achievement of the strategic objectives.
- H<sub>a2</sub>: Consistency of effective leadership in the organisation correlates to the achievement of the strategic objectives.
- H<sub>03</sub>: Consistency of effective leadership in the organisation does not correlates to the realisation of performance.
- H<sub>a3</sub>: Consistency of effective leadership in the organisation correlates to the realisation of performance.

A sequential explanatory mixed method approach was applied, by which the qualitative methodology and quantitative methodology complemented each other to come up with a framework for organisational performance in local government focusing on effective leadership consistency. The qualitative research was used to collect in-depth or detailed information, which helped to answer questions why and how the relationships that were found by the quantitative research in hypothesis testing happened the way they did, and the quantitative research added value to the study by testing the hypotheses and thereby making the study more objective.

Moreover, the findings of the study were converging. From qualitative research findings, the general finding was the key informants advocated for effective leadership consistency. The quantitative statistical inferences proved that leadership continuity improves leadership effectiveness, achievement of organisational strategy, and also increases organisational productivity through reinforced leadership performance.

### **7.2.1 What is the impact of consistency on effective leadership at the City of Tshwane Municipality's top and senior management?**

This research question was answered by results derived from descriptive statistics i.e. frequency analysis; t-test analysis as well as Chi square test and Regression analysis; and further the objective of the impact of consistency on effective leadership at City of Tshwane Municipality's top and senior management was addressed. The Qualitative results was also used to further support and interpret the quantitative results.

The following hypothesis has been addressed:

- $H_{01}$ : Consistency of leadership in the organisation does not correlates with effective leadership.
- $H_{a1}$ : Consistency of leadership in the organisation correlates with effective leadership.

The research question in this regard was compared to the literature presented in Chapter 2 of this study, as well as other research findings that are either in support or contrary to the findings of this study.

Results according to Table 4.8 showed that; the perceptions of most of the participants agree that there is effective leadership within the City of Tshwane Metropolitan Municipality. This is proved by 46.75% of the participants that agreed that there is effective leadership compared to 25.33% that disagreed and 27.93% that were not sure. The responses from participant that agree significantly differed to those that disagree since the p-value was 0.03 less than 0.05 and the average mean of 3.28 is above the reference point of 3. The calculated t-value of 4.21 was greater than expected. The contribution to significant responses that agreed to effective leadership within the City of Tshwane were that most of participants agreed that, (i) There is



effective leadership in the organisation; (ii) Leadership of the organisation has the ability to give a clear picture and direction of the organisation; (iii) Leadership in the organisation is aimed at achieving the required performance of the organisation; (iv) There is leadership oversight in the organisation; (v) There is honesty and integrity in the organisational leadership; (vi) Organisational leadership is visionary and futuristic; (vii) Leadership is key in achieving the strategic objectives and good performance; (viii) Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications; (ix) Organisational leadership is inspirational and motivational to its followers (employees); (x) Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; (xi) Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation; (xii) Leadership is capable to balance the service delivery mandates, social and economic development of the organisation; and (xiii) Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

However, majority of participants did not agree that, (i) There is loyalty and trust in the organisation; (ii) There is leadership consistency in the organisation; and (iii) Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives. Hence few participants were unsure on (i) Individuals occupying leadership positions in the organisation have good ethical and moral principles. All the above results are based on Table 4.9 (descriptive statistics on effective leadership) and Table 4.10 (t-test results on effective leadership) respectively.

In Table 4.17 with respect to the overall Chi Square results on effective leadership by current position and status of the position; the results found that there is no significant association between participants in top and senior management (current position) that agreed nor disagree; and in addition there is also no significant association with the fact that participants were permanent, contract and acting in their respective positions (status of the position). The p-value of 0.15 for current position is greater than 0.05; and p-value of 0.28 for status of the position is greater than 0.05 respectively. These results confirm that there is no enough evidence to conclude that responses between

agreed and disagreed, are associated to neither the current position (level of management) nor status of the position (permanent, contract, acting). Contributing to these insignificant associations were statements that, (i) There is effective leadership in the organisation; (ii) Leadership in the organisation is aimed at achieving the required performance of the organisation; (iii) There is leadership oversight in the organisation; (iv) There is leadership consistency in the organisation; (v) Leadership is key in achieving the strategic objectives and good performance; (vi) Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; and (vii) Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times; and Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives; with p-values greater than 0.05 (p-values >0.05) as shown in Addendum H.

The level of association was significant on the statements where majority of participants agreed that, (i) Leadership of the organisation has the ability to give a clear picture and direction of the organisation; (ii) There is honesty and integrity in the organisational leadership; (iii) There is loyalty and trust in the organisational leadership; (iv) Organisational leadership is visionary and futuristic; (v) Organisational leadership is inspirational and motivational to its followers (employees); (vi) Individuals occupying leadership positions in the organisation have good ethical and moral principles; with p-values less than 0.05 (p-value <0.05) as shown in Addendum H.

However, on the overall statements results shows that there is no significant association between effective leadership and (i) current position and (ii) the status of the occupied position. The study conducted by Soebbing, Wicker & Weimar (2015) concluded that there is very little evidence and research to support the idea that a change in leadership (inconsistency of leadership) changes expectations about a team's performance; and secondly, one of the factors contributing to manager's dismissal is the poor performance; and therefore this is in line with the findings of this study.

Furthermore, when the correlation analysis was conducted between leadership traits and effective leadership in Table 4.19 results showed that there is a significant

correlation between having effective leadership in the organisation and highest qualification of the participants (24%;  $p=0.002$ ); and however, a negative significant correlation to current position (level of management) (-18%;  $p=0.019$ ) due to p-values less than 0.05. With regards to leadership of the organisation has the ability to give a clear picture and direction of the organisation; a significant correlation of 17% with p-value of 0.028 exist on the status of the position. Leadership in the organisation is aimed at achieving the required performance of the organisation was directly associated to highest qualification with a significant association of 20% and p-value of 0.01.

Results shows that the following had a significant negative association with the current position level of management occupied by the participants: there is honesty and integrity in the organisational leadership (-24%; 0.002); there is loyalty and trust in the organisational leadership (-23%; 0.002); Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualification (-24%; 0.002); and Organisational leadership is inspirational and motivational to its followers (employees) (-22%; 0.003).

Organisational leadership is visionary and futuristic association with the current position level of management occupied by the participants (-21%; 0.006) and the current status of the position occupied (16%; 0.04); while Individuals occupying leadership positions in the organisation have good ethical and moral principles had a significant positive correlation with current status of the position being occupied by the participants (16%; 0.02).

Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance was negatively correlated significantly to ethnic group (-23%; 0.002) and current position level of management occupied (-21%; 0.006); while Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times had a correlation of (-22%; 0.005); and (-20%; 0.01) respectively on ethnic group and current position.

Leadership is capable to balance the service delivery mandates, social and economic development of the organisation had a significant correlation with current position (level of management) (-23%; 0.003) and experience (-15%; 0.049).

Thus these results show there is a **positive correlation** between the demographical information of participants and the following effective leadership statements: (i) Effective leadership in the organisation; (ii) Leadership of the organisation has the ability to give a clear picture and direction of the organisation; (iii) Leadership in the organisation is aimed at achieving the required performance of the organisation; and (iv) Individuals occupying leadership positions in the organisation have good ethical and moral principles. This is supported by Antwi and Analoui (2008) whose study found that lack of necessary skills and well-managed public and private institutions for long-term (consistently) has implications on good governance.

A **negative correlation** between demographical profile of the participants and effective leadership was found in the following statements: (i) Effective leadership in the organisation; (ii) There is honesty and integrity in the organisational leadership; (iii) There is loyalty and trust in the organisational leadership; (iv) Organisational leadership is visionary and futuristic (v) Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualification; (vi) Organisational leadership is inspirational and motivational to its followers (employees); (vii) Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; (viii) Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times; and (ix) Leadership is capable to balance the service delivery mandates, social and economic development of the organisation

However results further show that there is **no significant association** between demographical information of the participants and the following effective leadership statements: (i) Leadership oversight in the organisation; (ii) Leadership consistency in the organisation; (iii) Leadership being key in achieving the strategic objectives and good performance; (iv) Organisational leadership's ability to handle and manage all the complex challenges and situations experienced by the organisation; (v) Organisational leadership rewarding its followers (employees) on the achievement of the agreed goals and objectives.

The Regression results on Tables 5.1 and 5.2, the study found that the level of management (top and senior) has a significant relationship to (i) Individuals occupying

leadership positions in the organisation have good ethical and moral principles and (ii) Leadership of the organisation has the ability to give a clear picture and direction of the organisation; and this is explained by 43% of the dependent variable (level of management). The respective p-values of 0.0027 and 0.045 both less than 0.05 implies that these significantly shows that level of management has a relationship to (i) Individuals occupying leadership positions in the organisation have good ethical and moral principles; and (ii) Leadership of the organisation has the ability to give a clear picture and direction of the organisation; while no relationship was found between effective leadership and status of current position occupied. Thus level of management position has an impact on effective leadership.

Qualitative data analysis findings were that majority of participants indicated that the reasons the organisation experienced a change in senior management (leadership) positions frequently were due to factors such as (i) Strategic direction; (ii) Employment contract; (iii) Senior management; (iv) Leadership oversight, (v) Service delivery, and (vi) Political cycle.

In line with the quantitative results presented earlier as part of correlation analysis between effective leadership and demographical profile of the participants, the study found the following themes: (i) Lack of strategic direction due to contract appointment as the reason why change in senior management occur frequently; (ii) Employment contract was also indicated as a reason for frequent change in management due to 5-years employment contract period. Contract employment of senior management is another reason for frequent change due to administration change and new leadership and every 5 years. Participants indicated that leadership oversight was one of the reasons why senior management changes frequently as they are appointed as Section "56 and 57" employees, and excessive working hours worked by employees which sometimes lead to employee's resignations. Service delivery was also linked as a factor due to political cycle which then determines the change and mandate from communities. Effective leadership was associated to oversight, performance, clear picture and direction and service delivery. This coincides with study conducted by Arnold (2013) when arguing that one of the leadership responsibilities amongst others is to create a vision and mission for the organisation, develop and execute strategic plans, define goals, and set objectives.

Participants further indicated that effective leadership means a leader who is a visionary; can give strategic direction; inclusive; consultative, goal-oriented leadership; and capable of effecting the best resource allocation. Moreover, participants indicated that there is no relationship in the change of leadership and the achievement of the strategic objectives in the City of Tshwane Metropolitan Municipality. The reason for this is that the changes that are happening are cosmetic changes and are happening for political reasons (i.e., political cycle); and that no real changes on the strategic objectives and performance. The participants said that changes that happen in the organisation do not enhance effective leadership, but they do happen simply to discredit the previous administration; and for winning political elections and pride; and thereby proving a point as a result. When there is a change in leadership and in strategic objectives, the new strategic objectives (with the new leadership) cannot be covered in 5-years. The mandate of service delivery remains the same and organisational mission stays the same. Instead, changes in leadership positions that are experienced by the municipality are hindering the objectives of the organisation. Continuity of ineffective leadership results into poor service delivery. This implies that, according to the participants, if the changes in leadership are meant to bring about effective leadership, then there would be a relationship between a change in leadership and the achievement of strategic objectives. Participant's responses showed that there is no relationship in the change of leadership and the achievement of the strategic objectives in the City of Tshwane Metropolitan Municipality.

Majority of participants (15 of 15) indicated that effective leadership is essential and needed for guidance, support and direction and to motivate employees. This is in line with Omoijiade (2015) when arguing that leadership is supposed to boost employee's morale to improve productivity.

Majority of participants (15 of 15) indicated that leadership in the organisation does correlate with effective leadership; and that is in line with the significant positive correlation found between the demographical profile of participants (like qualification, position, et cetera) and effective leadership. This coincides with the studies conducted by Siegel (2010) and McLaurin (2008) in arguing that different skills are required for the leader to be effective, and that must have competencies and qualifications required for the task. The qualitative results showed that participants thought that consistency

of leadership in the organisation can correlate with effective leadership if consistency and continuity are based on organisational strategic objectives.

The qualitative results converge with quantitative findings. The findings are also conclusive due to factors that have been highlighted by the participant's responses from the qualitative themes perspective presented in Table 6.2. The findings are supported by Aboyassin and Abood (2013) who acknowledge that effective leadership styles play an important role in motivating employees and consequently good organisational performance is realised, however, on the contrary ineffective leadership is unethical and harmful to the organisation and the society. Furthermore, the findings are in line with E Sa and Kanji (2003); Howard, Foster & Shannon (2005) who elaborated the factors that are affecting the frequent changes in senior management (leadership) positions as being political cycle.

Thus the study rejects the hypotheses that consistency of leadership in the organisation does not correlates with effective leadership; and conclude that there is enough evidence to prove that consistency of leadership in the organisation does correlates with effective leadership. This is evident in the result as presented in Table 4.18 where a strong association between leadership consistency in the organisation and effective leadership through Chi square test greater than expected and p-value  $<0.0001$  less than 0.05 was found. Therefore, there is enough evidence to conclude that there is a strong association between leadership consistency in the organisation and effective leadership. Furthermore, the results also presented a positive correlation of 55.9% in Table 4.20 between leadership consistency in the organisation and effective leadership; and a significant p-value  $<0.001$  which confirms the findings of the hypothesis.

### **7.2.2 What is the influence of effective leadership consistency in achieving the strategic objectives at City of Tshwane Municipality?**

This research question was answered by the results derived from descriptive statistics, t-test analysis, as well as regression analysis. Furthermore, the objective of establishing the influence of leadership consistency in achieving the strategic objectives at City of Tshwane Municipality was addressed. Moreover, the qualitative themes on strategic objectives and goals derived from participant's responses was used to further support and interpret the quantitative results.

In addition, the research question was also compared to the literature presented in Chapter 2 of this study as well as other research findings that are either in support or contrary to the findings of this study.

The following hypothesis has been tested and addressed:

- H<sub>02</sub>: Consistency of effective leadership in the organisation does not correlates to the achievement of the strategic objectives.
- H<sub>a2</sub>: Consistency of effective leadership in the organisation correlates to the achievement of the strategic objectives.

When results were assessed by effective leadership (Section B) as the dependent variable and strategic objective (Section C) as the independent variable; the results showed that effective leadership has a relationship with the strategic objective. The following effective leadership statements had a significant influence on the strategic objectives and goals.

Results on table 5.21 show that there is a significant relationship between; 'leadership of the organisation that has the ability to give a clear picture and direction of the organisation' and 'strategic objectives and goals' [(C3) The organisation has got clear strategic objectives]; and [(C6) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].



Results on table 5.22 show that there is a significant relationship between; 'leadership in the organisation is aimed at achieving the required performance of the organisation' and 'strategic objectives and goals' [(C1) Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C6) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation)].

Results on table 5.23 show that there is a significant relationship between; 'having leadership oversight in the organisation' and 'strategic objectives and goals' [(C1) effective leadership in the organisation influences the achievement of the strategic objectives of the organisation].

Results on table 5.24 show that there is a significant relationship between; 'there is loyalty and trust in the organisational leadership' and 'strategic objectives and goals' [(C2) There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation; and [(C7) Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

Results on table 5.25 show that there is a significant relationship between; 'there is honesty and integrity in the organisational leadership' and 'strategic objectives and goals' [(C2) there is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

Results on table 5.26 show that there is a significant relationship between; 'organisational leadership is visionary and futuristic' and 'strategic objectives and goals' [(C2) There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [(C3) The organisation has got clear strategic objectives ]; and [(C6) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

Results on table 5.27 show that 'leadership consistency in the organisation' has a relationship with 'strategic objectives and goals' [(C2) There is consistency of

leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

Results on table 5.28 show that there is a significant relationship between; 'leadership is key in achieving the strategic objectives and good performance' and 'strategic objectives and goals' [(C1) Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C3) the organisation has got clear strategic objectives].

Results on table 5.29 show that there is a significant relationship between; 'individual occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc) and the necessary qualifications' and 'strategic objectives and goals' [(C2) There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C10) The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines)].

Results on table 5.30 show that there is a significant relationship between; 'organisational leadership being inspirational and motivational to its followers (employees)' and 'strategic objectives and goals' [(C2) There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C7) Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

Results on table 5.31 show that there is a significant relationship between; 'individual occupying leadership positions in the organisation have good ethical and moral principles' and 'strategic objectives and goals' [(C2) There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation].

Results on table 5.32 show that there is a significant relationship between; 'effectiveness of leadership and leadership qualities in the organisation enable

followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance' and 'strategic objectives and goals' [(C1) Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation]; and [(C7) organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

Results on table 5.33 show that there is a significant relationship between; 'organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation' and 'strategic objectives and goals' [(C6) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation]; and [(C8) Effectiveness and efficiency of the organisation is achieved through clear strategic objectives].

Results on table 5.34 show that there is a significant relationship between; 'leadership is capable to balance the service delivery mandates, social and economic development of the organisation' and 'strategic objectives and goals' [(C2) There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; [(C7) Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation]; and [(C9) The strategic objectives of the organisation are realistic and measurable].

Results on table 5.35 show that there is a significant relationship between; 'organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times' and 'strategic objectives and goals' [(C2) There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C7) Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation].

Results on table 5.36 show that there is a significant relationship between; 'organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives' and 'strategic objectives and goals' [(C2) There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation]; and [(C6) Followers

(employees) are engaged or consulted in crafting the strategic objectives of the organisation].

Thus effective leadership consistency is more impacted by (i) Consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation followed by; (ii) Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation; (iii) Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation; (iv) Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation; (v) The organisation has got clear strategic objectives and Effectiveness; (vi) Effectiveness and efficiency of the organisation is achieved through clear strategic objectives; (vii) The strategic objectives of the organisation are realistic and measurable; and (viii) The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines). Therefore, effective leadership consistency influences the achievement of the strategic objectives as illustrated in Table 5.20 to Table 5.36.

Based on the goodness of model fit, R-square and correlation between effective leadership consistency and strategic objectives; there is enough evidence to conclude that consistency of effective leadership in the organisation correlates to the achievement of the strategic objectives. Thus the study rejects the hypothesis that consistency of effective leadership in the organisation does not correlates to the achievement of the strategic objectives; and conclude that there is enough evidence to prove that consistency of effective leadership in the organisation correlates to the achievement of the strategic objectives (Tables 5.20 – 5.36).

The qualitative results also confirms the themes found to be in line with the strategic objectives; and that for the strategic objectives to be achieved, there must be synergy or alignment on aspects such as (i) strategic objectives of other spheres of government and municipality; (ii) formulation of the strategic objectives must be aligned with the national, provincial and local government; (iii) integrated development plan alignment; and (iv) mandates of government and national government framework. In addition, respondents mentioned that strategic objectives should be aligned to the community needs, organisational resources, local government responsibilities, vision and mission

in order to enhance transparency in local government, and the advancement of service delivery.

Results shows that majority of respondents had related or aligned strategic objectives with the performance of the organisation through good governance; that is, through ensuring compliance to Auditor General Audit Stipulations; and further, strategic objectives should be aligned with the budget; and development of the strategic objectives should be orchestrated and initiated at the political level.

Deeper understanding of people's needs is realised through consultation by means of stakeholder engagement (majority of respondents indicated that stakeholder engagement is guided by the legislation and it is therefore necessary). Some of the themes emanated as shown in table 6.3 include: (i) Consultation; (ii) Interaction; (iii) Internal and external stakeholders; (iv) Governance; (v) Government sphere; and (vi) Performance. Furthermore, respondents argued that the organisation do consult the external stakeholders, but internal stakeholders are not consulted, hence internal engagement is missing.

Majority of respondents agreed that strategic objectives are aligned to the core business of the organisation. The main theme mentioned by all participants was performance. Issues emanating from performance were: (i) Performance targets; and (ii) Performance agreements. However fewer participants were not sure if performance is being transformed into tangible targets.

Majority of respondents indicated that planning and resources should be aligned, and that there should be clear lines between national, provincial and local governments. Issues emanated from this theme were (i) consequence management; and (ii) Coaching. This concurs with the findings of Tanlamai and Jutta (2011) in arguing that there should be a link between performance management systems and risk management systems of the organisation. Similarly, the results of the study conducted by Tanlamai and Jutta (2011) found that elements such as coaching and appreciation encourage employees to continue performing satisfactory for the organisation, and that recognition and rewards is a powerful weapon that keeps employees motivated and encouraged at all times. The findings converge with E Sa and Kanji (2003); and Howard, Foster & Shannon (2005) who indicated political cycle as one of the factors influencing the frequent changes in senior management (leadership) positions.

Furthermore, Rowe and Nejad (2009) argued that strategic leadership is crucial in ensuring that the organisation achieves its targets by envisaging the future with the present circumstances in mind, and paying attention to the short-term goals with an understanding of what is to be achieved in the long-term in mind; and this coincides with this study as supported by results reflected from table 5.20 to table 5.36. Moreover, Raelin (2012) argues that aspects such as employee's morale and emotions are critical towards their cooperative efforts in achieving a distinctive outcome; and of course if change is not well introduced; and this finding further concurs with the findings of this study.

Thus based on the supporting and proven evidence, the study can conclude that there is a significant influence of effective leadership consistency in achieving the strategic objectives at City of Tshwane Municipality. The influence is also noticed when the strategic objective has been made the dependent variable while effective leadership the independent variables. Results in Tables 5.37 – 5.48 does show that there is a relationship between strategic objectives and effective leadership that is causal since the R Square was greater than 50% and p-value 0,05 while F test was greater than expected, and the models presented significantly fitted the data, although in some areas R Square was less, but the fact that it was significant meant that the variables on effective leadership being tested were the best fit; and the qualitative results does show how effective leadership consistency can be enhanced to effect strategic objectives.

### **7.2.3 What is the influence of effective leadership consistency on the realisation of organisational performance at City of Tshwane Municipality?**

This research question was answered by the results derived from descriptive statistics, t-test analysis, as well as regression analysis. Furthermore, the objective of establishing the influence of leadership consistency on the realisation of organisational performance at City of Tshwane Municipality was addressed. Moreover, the qualitative themes on organisational performance derived from participant's responses was used to further support and interpret the quantitative results.

In addition, the research question was also compared to the literature presented in Chapter 2 of this study as well, and other research findings that are either in support or contrary to the findings of this study.

The following hypothesis has been tested and addressed:

- $H_{03}$ : Consistency of effective leadership in the organisation does not correlates to the realisation of performance.
- $H_{a3}$ : Consistency of effective leadership in the organisation correlates to the realisation of performance.

Regression analysis results when organisational performance (Section D) is the dependent variable and effective leadership consistency (Section B) is the independent was assessed.

The study found that organisational performance does influence effective leadership in the following areas: (i) Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation; (ii) There is effective leadership in the organisation; (iii) Leadership in the organisation is aimed at achieving the required performance of the organisation; (iv) Leadership of the organisation has the ability to give a clear picture and direction of the organisation; (v) There is leadership oversight in the organisation; (vi) There is honesty and integrity in the organisational leadership; (vii) There is loyalty and trust in the organisational leadership; (viii) There is leadership consistency in the organisation; (ix) Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications; (x) Individuals occupying leadership positions in the organisation have good ethical and moral principles; (xi) Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance; (xii) Leadership is capable to balance the service delivery mandates, social and economic development of the organisation; and (xiii) Organisational leadership encourages its followers (employees) to solve problems

rather than being provided with solutions all the times. These were due to p-values less than 0.05 to show that they were significantly influential variables of effective leadership to organisational performance. This is evident as reflected from Table 5.49 to Table 5.65.

Qualitative results also found the following aspects in support of organisational performance being an influence in effective leadership consistency: (i) According to the participants, in general, performance in the organisation in the past five years has been poor and is terribly declining because of financial position not being good; (ii) infrastructure is aging and there is no integrated planning between the departments; (iii) Inadequate resources; and (iv) There is no adherence to applicable legislations (poor governance).

Most of participants indicated the most influencing aspect as strategic objectives. The themes established from this category were: (i) Change of leadership; (ii) Strategies; and (iii) New person and ideas. Further, there would be a relationship between change of leadership and the realisation of performance, provided that a change in leadership is for the betterment of effective leadership. A change in leadership may affect how things are achieved only if there is consistency or continuity of good leadership. Thus majority of participants were unsure if there is a relationship in change of leadership and the realisation of performance in relation to the set targets since according to participants, change of leadership in the organisation is not for the betterment of effective leadership.

Effective leadership was highlighted by majority of respondents as what could potentially correlate to organisational performance. The themes that emanated were: (i) Leadership change; (ii) Leadership consistency (iii) Consistency. Wadongo and Abdel-Kader (2014) also indicated that organisational effectiveness is a measure of organisational success (performance); and that organisational effectiveness is the extent to which the organisation accomplishes its mission and meet its objectives and goals. Just like Wu and Lin (2013) indicated that the organisational performance consists of aspects such as organisational system, process, and performance evaluation, including leadership, decision making, process improvement, logistic support, incentive measurement, innovative learning, and risk management; and this is in line with the findings of this study.



Respondents view is that consistency must be performance based and aligned with the achievement of strategic objectives for it to correlate positively with the realisation of performance. These results are supported by Nankervis, Stanton & Foley (2012) as indicated that organisational outcomes such as profitability, productivity, return on investment, efficiency, and competitiveness are often cited when assessing the links between employee performance and organisational effectiveness.

The following themes from participant's responses were highlighted as factors affecting performance: (i) Performance of employees; (ii) Employees commitment; (iii) Employees morale; (iv) Supervisor-employee relationship; (v) Rewards; and (vi) Benefits. Moreover, participants cited the following factors as contributors for negative or positive performance: (i) Motivation (i.e. rewards, reward system, benefits, and employee's morale); (ii) Employees commitment; (iii) Ethics; (iv) Morals; (v) Resources (i.e. human resources, finances, employee work requirements); (vi) Business management processes and Systems; (vii) Systems integration; (viii) Employees attributes; (ix) Communication; (x) Relationship between employee and supervisor; (xi) Dependencies and inter-dependencies; (xii) Political environment; (xiii) Employee development and training; (xiv) Technology; (xv) Recruitment process; (xvi) Support from supervisor, management and leadership; and (xvii) Rewards and benefits. This concurs with the study conducted by Wadongo and Abdel-Kader (2014) in that performance planning include aspects such as vision, mission, objectives, goals, key success factors, strategies and plans; whereas performance measurements include identification and definition of key performance domains and indicators, performance targets, data collection, rewards and incentives.

Communication was highlighted by one of the 15 participants as being ineffective since there is no effective communication and consultation in the organisation. And as such, there is no flow of information from top to bottom. The themes highlighted were (i) Information sharing; (ii) Flow of information; (iii) Consultation; and (iv) Effective communication. This is in line with the study by Greasley and Stoker (2008) in arguing that positive interaction and a high level of communication among officials in city government, the public, and is essential for goal setting and performance thereof; and Wiley (2010) argument that on-going communication and regular feedback are critical for improving performance.

The results from both quantitative and qualitative converge with the literature. In furtherance, the results correspond with the results Spangenberg and Theron (2013) that in monitoring and evaluating the performance of the organisation there should be a guard against the inefficient use of resources, and uncertainties that can be catastrophic to the performance of the organisation. Also in support of qualitative findings, Spangenberg and Theron (2013) have indicated that positive employee's morale has a significant impact on the organisations performance in achieving its strategic objectives and support of the organisation's change. Similarly, this underscores that a change in a business environment requires new leadership skills that are associated with the demands of the future, and that leaders must therefore have insight into the future and accept the nature of possible future scenarios with its corresponding responses.

The study also found that when effective leadership is made the dependent variable, while strategic objectives and organisation performance being independent variables, and the model has a good fit improves by improving R Square as well as p-values less than 0.05. The results are evident in Tables 5.3 – 5.19 that there is a strong relationship between effective leadership and strategic objectives, and organisational performance. The Regression goodness of fit test shows that there is enough evidence to conclude that strategic objectives, and organisational performance has an influence on effective leadership. Tables 5.3 – 5.19.

### 7.3 EFFECTIVE LEADERSHIP CONSISTENCY DEVELOPED FRAMEWORK

The following effective leadership consistency framework is thus developed based on the findings of the results presented and discussed in this study which in line with literature reviewed and theoretical perspective and consideration from other studies.

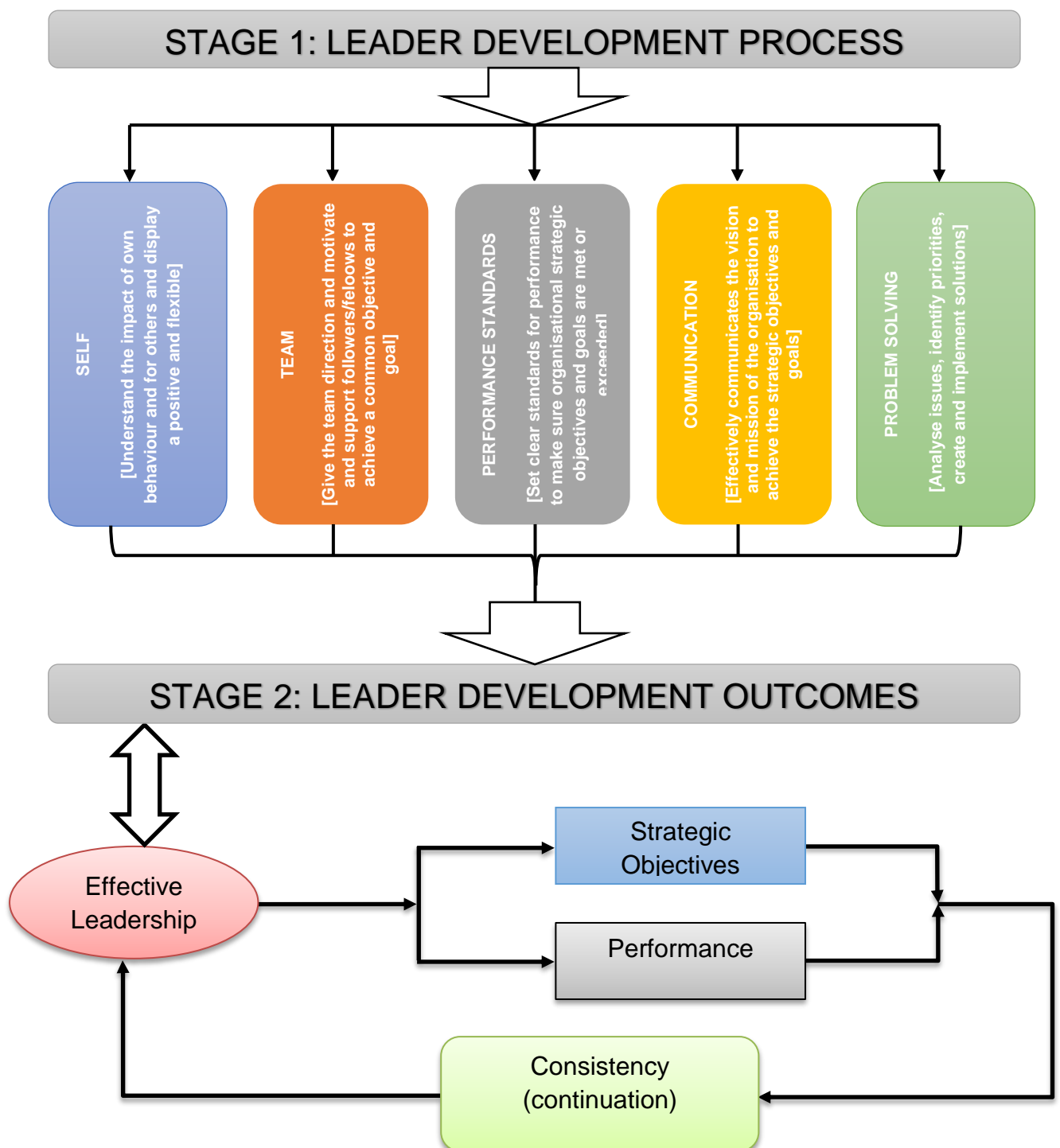


Figure 7.1 Effective Leadership Consistency Developed Framework

Figure 7.1 is the developed framework resulting from the research study. The framework has two stages in which Stage 1 shows the Leader's Development Process, and Stage 2 is the Leader's Development Outcomes.

### **Stage 1**

On Stage 1, the leader is indulged in a process of being development to become an effective leader, and there are important and critical features that must be learnt, mastered and be able to apply in order to meet the municipal requirements of being in leadership position. Further details of Stage 1 are expounded hereunder.

#### **✓ Self-Level**

A person must be at maturity level to can understand the impact of own behaviour to others; and further display a positive and flexible approach to be able to impact and influence others positively. Emotional intelligence capability and ability is fundamental, paramount and absolute necessary. Other necessary attributes at this level includes moral standing and ethics, trust, honesty, integrity, openness, transparency, reliable, professionalism. A good track record is a correct and accurate yard stick to measure and evaluate whether a person is fit for this level and will further yield a positive contribution to the organisation. A person must have the relevant experience, skills, knowledge, and necessary and relevant qualifications of the job/position.

#### **✓ Team Level**

A team consist of employees who are the critical element of the success or failure of the organisation. Qualities of both the transactional and transformational leadership are fundamental at this level. A person must be able to form, inspire and motivate a team so that it can work towards a common goal to enable the achievement of the strategic objectives and realisation of organisational performance. Moreover, sound human relations and interactions

which include aspects such communication, open-mindedness, positive attitude, trust, appreciation, and networking must be applied at this level. Good negotiations skills and conflict resolution skills are needed and applicable at this stage. A person will be expected to interact, manage and lead a diverse team, therefore diversity management is essential at this level too. The understanding of the critical stages of a team development is key in order for having a solid and bonded team, successful team, and thus lead the team successfully in achieving the strategic objectives of the organisation and thus realising performance in the organisation.

#### ✓ **Performance Standards Level**

This level is purely related to good governance principles and performance management. A person must have a better understanding of the performance management principles; which will inter alia include performance scorecards and agreements, targets setting, et cetera. Total compliance to applicable standards, guidelines, policies, regulations, and legislations is non-negotiable at this level and cannot be compromised either. The focus and ultimate outcome of this level is the achievement of a clean audit, and the realisation of the required and excellent performance.

#### ✓ **Communication**

Communication is a skill that is absolutely necessary and essential at this level. This includes all aspects of verbal and non-verbal communication and related principles. The success and achievement of the organisation in meeting its performance is based on effective and efficient communication. Organisational key information such as strategic documents and performance related documents must be conveyed to all employees of the organisation at all levels. This will ensure that they take ownership of the organisation and act in the best interest of the organisation, and thereby putting more effort for the success of the organisation.

### ✓ **Problem Solving Level**

This level requires a person to interrogate and analyse issues, evaluate and assess all factors, identify priorities, and create and implement solutions. Moreover, a person at this level must be a critical, creative and logical thinker, be able to take decisions quicker with limited available information. Reflective thinking and analysis are instrumental and forms part of the requirements. Evaluation and assessment skills must be consistently applied. The person must be fully conversant with the application of conflict resolution skills, negotiation skills, and risk management principles. Be able to apply different problem solving techniques; and in furtherance, be able to interrogate and interpret numbers, and read the finer details.

- **Stage 2**

Stage 2 gets activated once Stage 1 has been fulfilled in its totality. Therefore, on Stage 2 the leader executes what was acquired in Stage 1. The success of Stage 2 is depended on the total fulfilment of all aspects acquired in Stage 1, and as such it is a predecessor of Stage 2. It therefore means that Stage 2 will not happen nor take place before Stage 1 is completed or fulfilled, and this is the sequence that must be respected, followed and complied with at all times and throughout. It therefore means that Stage 1 is sine quo non for Stage 2 to be activated or effected. In Stage 2, a person must be able to portray and apply leadership traits as reflected in Chapter 2 of this study. Good understating of the distinct differences between management and leadership is critical at this stage, and that must be applied appropriately for the success of the organisation. A person must be able to apply the principles of both transactional leadership and transformational leadership in this stage interchangeably.

Therefore effective leadership consistency will be realised and effected, and that will manifest by the achievement of the strategic objectives and the realisation of the organisational performance. Consistency is regarded to be the key moderating variable to effective leadership. These two stages are thus continuous and keep repeating allowing the sustainability and maintainability of organisational strategy. Moreover, once any of the stages or variables of the framework is disturbed or

disrupted, then the whole process ceases to be systematic, and consequently no effective leadership consistency will ever exist.

#### **7.4 SUMMARY OF THE RESULTS**

For some time now, the organisation has been experiencing changes in senior management (leadership) positions due to various factors, hence most of which were supposedly intended to enhance effective leadership. There is no consistency of leadership in the organisation. Factors that are affecting the frequent changes in senior management (leadership) positions are: political cycle [E Sa and Kanji (2003) and Howard, Foster & Shannon (2005) argued that the political leadership has an impact on senior management/leadership.], strategic direction and leadership oversight (i.e., new priorities, new strategies), excessive working hours, and poor service delivery which may be due to the employment of unskilled people in senior positions. Siegel (2010); and McLaurin, (2008) argued that different skills are required for the leader to be effective, and must have competencies and qualifications required for the task.

It was found that the inconsistency of leadership is not yielding/resulting to positive contribution on the achievement of the strategic objectives of the organisation; and further not in realising good performance of the organisation. Moreover, it was found that consistency of leadership is positively correlated with effective leadership; the achievement of the organisational objectives as well as to the realisation of performance; but it is consistency of performance-based appointments of leaders or well qualified effective leaders, who can implement good governance.

The factors that affect performance are motivation {(i.e., rewards, reward system, benefits, and employees' morale) [The study conducted by Boachie-Mensah and Dogbe (2011) cited employee motivation as key to the overall effectiveness of an organisation]}, employee's commitment, ethics, morals, resources (i.e., human resources, finances, employee work requirements), business management processes, systems, systems integration, et cetera which are dependent on effective leadership.

The findings are consistent with the literature that inconsistency of effective leadership is hampering the realisation of success and stability in the organisation because the organisation struggles to achieve its performance targets, and cannot fulfil its vision and mission including goals and objectives. The employee's morale is negatively affected. According to Antwi and Analoui (2008), the lack of necessary skills and well-managed public and private institutions consistently has implications on good governance; the inconsistency in leadership brings instability and frequent change to the organisation that could affect its performance negatively. Hence, this results in dismissal of managers and leaders since the underperforming of the organisation reflects on them.

Employee's morale and emotions are also critical (Raelin, 2012). One should however, consider Howard, Foster & Shannon (2005) argument that the mistakes of senior leaders in municipalities tend to be more publicized, jeopardizing their ability to engender respect from public employees. The findings also support that of Vadim Dumitrascu (2014) that quality of interaction and communication between all members is important for achieving the vision of the organisation and realisation of good performance.

Seemingly, in the organisation, there is no cohesive relationship between the leadership and followers, which is also a recipe for disaster in any organisation (Fugate, 2012). There is no relationship in the change of leadership and the achievement of the strategic objectives, and what the organisation has is a mere cosmetic changes that happen due to a political cycle; and that no real changes occur in strategic objectives. Consistency or continuity of effective leadership should be encouraged as it will lead to the achievement of the strategic objectives and realisation of performance. Consistency must be performance based and be aligned with achievement of the strategic objectives for it to correlate positively with the realisation of performance.



## 7.5 RELIABILITY OF THE FINDINGS

The reliability of the findings of the research study was achieved through different statistical methods and approaches. Regressions analysis has been used as one of the statistics tool to determine, predict and estimate the relationships among variables (dependent and independent) of the research study. The correlation coefficient was used to assess the strength of the relationship of the variable either positively or negatively. Furthermore, Spearman Rank Correlation Coefficient has been used as a statistic test to test the hypothesis on association between two populations, and that the pair of observation were randomly selected. Coefficients that were not significant were eliminated and not considered and only the significant ones were taken into consideration; and thus, this was accomplished to ensure the reliability of the research study.

According to Coldwell and Herbst (2004), Pearson Product-Moment Correlation coefficient is most widely used to assess the correlation between variables, and it ranges from positive one (+1) to negative one (-1). Positive one indicates that the variables are perfectly correlated in the positive direction, whereas in converse negative one indicates that variables are perfectly correlated in the negative direction. This correlation test was used to assess the correlation of the variables of the research study.

In addition, Chi-squared test was used to test the statistical significance of the null hypothesis. A p-value was used for the statistical hypothesis testing. If the  $p \leq 0.05$ , the null hypothesis ( $H_0$ ) is rejected in favour of the alternate hypothesis ( $H_a$ ); however, if  $p \geq 0.05$ , then the null hypothesis in not rejected.

The above-mentioned tests had been used as a yardstick for testing the reliability of the research findings. Moreover, the analysis and results discussions were undertaken with reference and compliance with the stipulated guidelines of these applied tests throughout.

## 7.6 LIMITATIONS

According Simundic (2013), every study has its limitations. Hence the limitations of data collection methodologies such as research questionnaires and interviews have been pointed out as some of the limitations of this study. A discomfort of respondents feeling uncomfortable to disclose and being honest in completing questionnaires and answering questions during data collection stage due to aspects of confidentiality and sensitivity of that information is one of limitations of the study, however the researcher affirmed strict confidence of the research information to all participants.

Smith and Noble (2014:100) defined bias as an inclination or prejudice for or against one person or group, especially in a way considered to be fair; a concentration on an interest in one particular area or subject; a system distortion of statistical results due to a factor not allowed for in their deviation. Equally, Simundic (2013) define bias as any trend or deviation from the truth in data collection, data analysis, interpretation and publication which can cause false conclusions; and that bias can occur either intentionally or unintentionally. Furthermore, Smith and Noble (2014) highlight types of research bias as (a) design bias, (b) participation/selection bias, (c) data collection bias, (d) measurement bias, (e) analysis bias, and (f) publication bias. Smith and Noble (2014) argue that bias exist in all research, across research designs, and can occur at each stage of the research process and is difficult to eliminate; whereas Simundic (2013) argues that bias in research can cause distorted results and wrong conclusions.

In addressing and eliminating biasness, the researcher who also happened to be the employee of the organisation in which the investigation was undertaken, ensured that the problem statement is derived from amongst others, the secondary data, practical scenarios, previous literature and challenges within the local government environment. Moreover, the formulation of the research instruments was purely based on the literature reviewed and research constructs. Both quantitative and qualitative methodologies were used precisely to ensure that a complementation of either of the methodology is fulfilled in order to avoid a limitation of one methodology. The selection of participants was based on the relevant target population in the organisation, of which a sample size consisted of a total representation of the entire target population; so that biasness can be avoided at all costs. As emphasised by both Smith and Noble

(2014) and Simundic (2013), the validity and reliability was assessed using the statistical tests that estimated the size of error in samples and calculating the significance of findings as part of eliminating limitations.

Additionally, the study did not deal with any factors that compromised the ethical principles of the participants, and as such the researcher therefore endeavored to maintain the principles of reliability and validity of the research throughout, so that both the data analysis and conclusions of the research are not negatively affected. However, failure to schedule and have successful interviews with the earmarked and potential respondents of the study would have had a slight impact on the outcome of the investigation, hence this was wisely countered by a detailed proper planning and organising from the perspective of the researcher. The research questionnaires and questions were absolutely based on genuine aspects and attributes of effective leadership, strategic objectives and organisational performance as aligned to the conceptual framework, and the information gathered from the literature reviewed on research work conducted by previous authors on the subject matter.

## **7.7 DELIMITATIONS OF THE STUDY**

This study was delimited to employees in the City of Tshwane Metropolitan Municipality occupying the top and senior management positions since they were key and instrumental in leading the organisation towards fulfilling its strategic objectives and service delivery mandates. Moreover, the respondents of the study were delimited to the senior managers and top management in order to be able to manage and control the focal area of the study, and thus less complicate the calculations of the data analysis since excessive information can be difficult to manage. This study therefore focused on the correlation between consistency of effective leadership in achieving the strategic objectives and realising good performance.

## **7.8 IMPLICATION FOR PRACTICE**

Empirical reflection on dynamics of local government with the emphasis being on effective leadership, strategic objectives and performance is achieved. Furthermore,

the study has provided guidance on practical solutions for implementation to address and resolve challenges that municipalities are facing in order to achieve effective leadership consistency which will eventually enhance performance in municipalities. This will assist in strengthening and propelling municipalities to be entrenched in the right path while moving towards providing a satisfactory, required and excellent service delivery, and good governance.

## **7.9 THEORETICAL CONTRIBUTION**

The previous research studies have done some extensive work on effective leadership definition, aspects of strategic objectives including organisational performance. The dynamics of leadership in municipal environments due to its embedded structural arrangements and responsibilities has been researched by previous scholars. However, nothing was explored on the consistency of effective leadership and its impact on the achievement of strategic objectives, and the realisation organisational performance. This study has developed a framework for effective leadership that can be applied to enhance organisational performance in local government focusing on effective leadership consistency as a key success factor. The developed framework prescribes how effective leadership consistency should be formed and used to bring about the required/excellent organisational performance in achieving its strategic objectives. The correlation and relationship between effective leadership consistency with the achievement of the strategic objectives and the realisation organisational performance has been proven.

## **7.10 CONCLUSIONS**

The aim of this study was to evaluate the impact of consistency on effective leadership and its effect in achieving the organisational strategic objectives and the realisation of organisational performance in the metropolitan municipalities using City of Tshwane as a case. Furthermore, to develop a framework prescribing how effective leadership should be used to effect or bring about or enhance performance in metropolitan municipalities. The study conducted by Wadongo and Abdel-Kader (2014) conclude

that previous studies have found a relationship between organisational leadership, performance management and organisational leadership effectiveness.

Firstly, the integrated findings of the research have concluded that consistency of leadership in the organisation is positively correlated with effective leadership. Increased leadership consistency in the organisation will thus results in a proportional increased effective leadership. Seemingly, the associated characteristics of effective leadership in a leader will certainly manifest as a result of the realised consistency of leadership. This concurs with the study conducted by Nichols (2016) that more experienced leaders are more effective than those with less experience; this means that consistency of leadership has a relationship with effective leadership. Similarly, Omoijiade (2015) argues that effective leadership improves corporate governance and enhances corporate performance.

Secondly, the consistency of effective leadership in the organisation is positively correlated with the achievement of the strategic objectives. It therefore means that the achievement of the strategic objectives in the organisation is absolutely dependent on the consistency of effective leadership. Studies conducted by Ejere and Abasilim (2013); Al-Hakim and Hassan (2013) and Wu and Lin (2013) concluded that there is a relationship between leadership and the achievement of the strategic objectives.

Thirdly, the consistency of effective leadership in the organisation is positively correlated with the realisation of performance. Meaning that an increase in the consistency of effective leadership in the organisation will results in an equivalent increase in the realisation of the performance in the organisation. This coincides with the study of Collinson and Collinson (2009) when arguing that effective leadership is vital for improving the organisational performance. Furthermore, various studies have found the existence of the relationship in different aspects of leadership and the organisational performances (Ejere and Abasilim, 2013; Al-Hakim and Hassan, 2013; Wu and Lin, 2013). Similarly, Jabeen, Cherian & Pech (2012:37) indicated that employee personality and effective leadership are considered to be key variables that impact the performance of organisations. Moreover, Saasongu (2015) argues that leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance.

Fourthly, the study has developed a framework for effective leadership that can be applied to enhance organisational performance in local government focusing on effective leadership consistency as a key success factor. The developed framework prescribes how effective leadership consistency should be formed and used to bring the required/excellent organisational performance in achieving its strategic objectives.

Factors affecting consistency of effective leadership have been found to be political cycles, the change of strategic direction of the organisation and inadequate leadership oversight, and poor service delivery. Performance of the organisation has also found to be negatively affected aspects such as motivation (i.e. rewards, benefits, and morale of employees), employees commitment, ethics, resources (incommensurate resources), business management processes and systems, lack of trust and loyalty, and lack of systems integration in the organisation. The morale and commitment of employees has a direct impact and implications on the success or failure of the organisation.

Effective communication in the organisation including the involvement/consultation of employees during the strategy formulation is necessary and essential since it has a substantial influence and impact on the success and failure of the organisation. The principles of good governance must not be compromised but complied with at all costs and throughout due to their embedded benefits in the organisation. Moreover, the integration and alignment of the strategic objectives of the municipalities with the plans and priorities of other spheres of government such as provincial and national is essential for meeting the service delivery needs and priorities of municipalities including the stimulation of the economic development opportunities, and further address the socio-economic challenges.

Therefore, these aspects of affecting effective leadership consistency should always be carefully considered and satisfactorily managed by organisation's leadership towards the fulfilment of the strategic objectives and enhanced performance of the organisation. However, it must be emphasised in the contrary that, inconsistency of effective leadership hampers the realisation of the success and stability in the organisation, and thus performance becomes the ultimate suffering aspect.

The research study has therefore achieved its intended objectives, and furthermore all the research questions have been appropriately answered. Finally, the findings of this research study can be generalised and be applicable to other metropolitan municipalities including other categories of municipalities.

## **7.11 RECOMMENDATIONS**

The following recommendations can be derived and presented in considering the comprehensive findings and conclusions of the research:

- A lot can be done to avoid frequent changes of leadership. These include the following (i) Revising employment contracts (benefits, incentives, performance, rewards, and condition of employment), (ii) Putting a succession plan in place, (iii) Consider appointing some of the top and senior management positions on a permanent basis, and (iv) Consider increasing the contract of appointment of contract appointment employees.
- The consistency of leadership in the organisation should be considered so that there can be an improvement on effective leadership, which ultimately will enable the achievement of the strategic objectives, and ultimately the realisation of the required performance in municipalities.
- Consistency of effective leadership at the top and senior management is essential and necessary, and it should be considered or maintained for the realisation of success of municipalities.
- The employment contract period of top and senior management should be reviewed and reconsidered as a period of five years seems inadequate/short for the achievement of the strategic objectives and enhancement of performance in municipalities. The study recommends that the employment contract period should be increased, and be given a period between five to ten years. However, the most appropriate and feasible option is a permanent

appointment employment coupled with strict performance agreements, and comprising of vigorous regular performance monitoring and evaluation system.

- Factors that affect employee's morale and derailing the performance of the organisation should be isolated and eliminated so that the enhanced performance can be realised.
- A framework for effective leadership consistency is developed where on Stage 1, the leader is indulged in a process of being developed to become an effective leader which consist of levels such as (i) Self-Level, (ii) Team Level, (iii) Performance Standards Level, (iv) Communication Level, and (v) Problem Solving Level. Thereafter, a leader will be eligible for Stage 2 and executes what was acquired in Stage 1. In this the Researcher is confident that effective leadership consistency will take its course and will manifest by the achievement of the strategic objectives and the realisation of the required organisational performance.

## **7.12 FUTURE RESEARCH**

This study in future may also be done in different municipalities other than City of Tshwane Metropolitan Municipality so that a different view if any may be established. Further research can be explored on factors that diminishes the existence of loyalty and trust on the leadership of municipalities, and to further investigate the underpinning factors that make municipal employees to perceive and conclude that they are not rewarded sufficiently for the achieved strategic objectives in the organisation. Likewise, it will be beneficial to determine strategies and mechanisms of determining how municipality resources can be capacitated and well-resourced so that there can be commensurate resources to fulfil municipality's constitutional mandates and responsibilities.



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## **ADDENDUM A**

### **REQUEST LETTER FOR INTERVIEW PARTICIPATION**

#### **Dear Participant**

I am a DBL (Doctoral of Business Leadership) candidate with UNISA's SBL (School of Business Leadership). My intended research primarily is to develop a conceptual model for organisational performance in local government focusing on effective leadership as a key success factor. My topic is thus "A Framework for organisational performance in local government focusing on effective leadership consistency: A case of Tshwane Municipality".

You are kindly invited to participate in this research through an interview discussion because of your knowledge and expertise on the subject. You are kindly requested to participate in this research on a date to be scheduled. You are assured that your input was treated with confidentiality and your responses was used solely for the purpose of the research. Further, your anonymity is guaranteed as participants' names will not be divulged in the theses or any other way. The interview should take approximately 45 minutes to 1 hour of your time.

The interview was face-to-face and was audio recorded. A semi structured questionnaire was the instrument to gather the required information.

Your participation is voluntary and you can be assured that your input was extremely valuable for the success of the intended research. There was no consequences for non-participation.

The interview data to be gathered was kept for five years after publication and was disposed of in an appropriate manner thereafter.

Details of myself and my promoter are indicated below for your perusal.

This study has been approved by the SBL Research Ethics Committee (certificate number) which can be produced by the researcher if required.

**Researcher**

Name: Mr Frans M. Manganye

Signature:

Telephone: 082 849 798

Email: [fransma@tshwane.gov.za](mailto:fransma@tshwane.gov.za)

**Research Promoter**

Name: Prof Noel Ngwenya

Signature:

Telephone: 076 060 3460

Email: [ngwennt@unisa.ac.za](mailto:ngwennt@unisa.ac.za)

Kindly complete the consent form as an indication of your willingness to participate. The researcher will contact you in due course to schedule the session at your convenience.

## **ADDENDUM B**

### **REQUEST LETTER FOR RESEARCH QUESTIONNAIRES PARTICIPATION**

#### **Dear Participant**

I am a DBL (Doctoral of Business Leadership) candidate with UNISA's SBL (School of Business Leadership). My intended research primarily is to develop a conceptual model for organisational performance in local government focusing on effective leadership as a key success factor. My topic is "A Framework for organisational performance in local government focusing on effective leadership consistency: A case of Tshwane Municipality".

You have been selected to participate in the research because of your knowledge and expertise on the subject. You are kindly requested to participate in this research by completing a questionnaire to be emailed in due course. You are assured that your input was treated with confidentiality and your responses was used solely for the purpose of the research. Further, your anonymity is guaranteed as participants' names will not be divulged in the theses or any other way. The questionnaire should take approximately 30 minutes to complete.

The questionnaire will comprise of open and closed ended questions.

Your participation is voluntary and you are assured that your input was extremely valuable for the success of the intended research. There was no consequences for non-participation.

The interview data to be gathered was kept for five years after publication and was disposed of in an appropriate manner thereafter.

Details of myself and my promoter are included below for your perusal.

This study has been approved by the SBL Research Ethics Committee (certificate number) which can be produced by the researcher if required.



**Researcher**

Name: Mr Frans M. Manganye

Signature:

Telephone: 082 849 9798

Email: [fransma@tshwane.gov.za](mailto:fransma@tshwane.gov.za)

**Research Promoter**

Name: Prof Noel Ngwenya

Signature:

Telephone: 076 060 3460

Email: [ngwennt@unisa.ac.za](mailto:ngwennt@unisa.ac.za)

Kindly complete the consent form as an indication of your willingness to participate.

The researcher will email the questionnaire to you to be completed at your convenience.

## ADDENDUM C

### INTERVIEWS QUESTIONS

#### SECTION A: BIOGRAPHICAL / DEMOGRAPHIC INFORMATION

**Organisation:**.....

**Designation:**.....

**Date of the Interview:**.....

1. Please indicate your gender

1	Male	
2	Female	

2. Marital status

1	Married	
2	Not married	

3. Please indicate your age group

1	25-29 years	
2	30-39 years	
3	40-49 years	
4	50-59 years	
5	60-65 years	
6	65 years and over	

4. Please indicate your ethnic group

1	African	
2	White	
3	Coloured	
4	Indian	

5. Please indicate your highest qualification

1	Matric	
2	Diploma	
3	B-Degree / B-Tech	
4	Honours Degree	
5	Masters / M-Tech	
6	PhD / D-Tech / Doctorate	

6. Please indicate your current position (level of management)

1	Top Management	
2	Senior Management	

7. Please indicate your year of experience

1	1-5 years	
2	6-10 years	
3	11-15 years	
4	16-20 years	
5	21-25 years	
6	26-30 years	
7	31-35 years	
8	36-40 years	
9	41-45 years	
10	46-50 years	

8. Please indicate your status of the position you are occupying

1	Permanent	
2	Contract	
3	Acting (temporarily)	

#### **B: Impact of effective leadership consistency in top and senior management**

<b>Research Objective 1</b>	<b>Item</b>	<b>Interview Questions</b>
To evaluate the impact of consistency on effective leadership at City of Tshwane Municipality's top and senior management	1	How is the consistency of leadership in top and senior management?
	2	What can be regarded as contributing factors to leadership inconsistency?
	3	What is your understanding on effective leadership?
	4	What is your take on the correlation of leadership consistency and the achievement of strategic objectives?
	5	What can be done to avoid leadership inconsistency?
	6	What can be the necessity of effective leadership in your organisation?
	7	What is your take on the correlation of leadership consistency and effective leadership?

### **C: Effect of leadership consistency in achieving of organisational objectives**

<b>Research Objective 2</b>	<b>Item</b>	<b>Interview Questions</b>
To establish the effect of leadership consistency in achieving the organisational objectives.	1	How are the strategic objectives of the municipality formulated?
	2	How are they (strategic objectives) related or aligned to the performance of the organisation?
	3	What is the process of enabling consultation with stakeholders during the formulation of the strategic objectives of the organisation?
	4	What is the alignment of the strategic objectives and core business of the organisation?
	5	What usually happens when the organisation did not achieve its strategic objectives?
	6	What is your take on the correlation of leadership consistency in the organisation with the achievement of the organisational objectives?

### **D: Effect of leadership consistency on the realisation of organisational performance**

<b>Research Objective 3</b>	<b>Item</b>	<b>Interview Questions</b>
To establish the effect of leadership consistency on the realisation of organisational performance.	1	What is your take on the performance of your organisation in the past five years?
	2	What is your take on leadership consistency and the realisation of performance in relation to the set targets?
	3	What is the effect of employee's commitment on the performance of your organisation?
	4	What is your take on the correction of consistency of leadership in the organisation and the realisation of performance?
	5	What can be the factors of affecting performance either positively or negatively in the organisation?
	6	Is there anything that you would like to add to what we have already discussed?

## **ADDENDUM D**

### **RESEARCH QUESTIONNAIRES**

Dear Respondent

This research forms part of the fulfilment of my Doctorate Degree at the University of South Africa. I will therefore appreciate your assistance and cooperation by completing this questionnaire. Thank you for your time and contribution, and I will gladly send a copy of the research article and results on completion of the study.

The purpose of this questionnaire is to explore and assess the impact of effective leadership in your organisation and its effect on the achievement of the strategic objectives and performance of the organisation. The responses should reflect your views, perceptions, knowledge and experience of leadership in your organisation. Be informed that the information you provide was kept confidential and your personal details will not be reflected anywhere in any written material.

#### **INSTRUCTIONS**

This questionnaire consist of four sections as outlined below and it is expected to be completed in full so that it can fully contribute to the research.

- 1) Section A: Bibliographical Information
- 2) Section B: Organisational Performance Questionnaires
- 3) Section C: Strategic Objectives and Goals Questionnaires
- 4) Section D: Effective Leadership Questionnaires

Section A requires your biographical information, and you need to select your rating for Section B to D from 1 (strongly disagree) to 5 (strongly agree) as shown below.

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

The questionnaire will take you approximately 30 minutes to complete.

**Once again, thank you for your contribution and participation.**

## SECTION A: BIOGRAPHICAL / DEMOGRAPHIC INFORMATION

Organisation:.....

Designation:.....

Date of the Interview:.....

1. Please indicate your gender

1	Male	
2	Female	

2. Marital status

1	Married	
2	Not married	

3. Please indicate your age group

1	25-29 years	
2	30-39 years	
3	40-49 years	
4	50-59 years	
5	60-65 years	
6	65 years and over	

4. Please indicate your ethnic group

1	African	
2	White	
3	Coloured	
4	Indian	

5. Please indicate your highest qualification

1	Matric	
2	Diploma	
3	B-Degree / B-Tech	
4	Honours Degree	
5	Masters / M-Tech	
6	PhD / D-Tech / Doctorate	

6. Please indicate your current position (level of management)

1	Top Management	
2	Senior Management	

7. Please indicate your year of experience

1	1-5 years	
2	6-10 years	
3	11-15 years	
4	16-20 years	
5	21-25 years	
6	26-30 years	
7	31-35 years	
8	36-40 years	
9	41-45 years	
10	46-50 years	

8. Please indicate your status of the position you are occupying

1	Permanent	
2	Contract	
3	Acting (temporarily)	

## SECTION B: EFFECTIVE LEADERSHIP QUESTIONNAIRES

RESEARCH OBJECTIVE 1						
Item		Strongly Agree 5	Agree 4	Not Sure 3	Disagree 2	Strongly Disagree 1
1	There is effective leadership in the organisation.					
2	Leadership of the organisation has the ability to give a clear picture and direction of the organisation.					
3	Leadership in the organisation is aimed at achieving the required performance of the organisation.					
4	There is leadership oversight in the organisation.					

RESEARCH OBJECTIVE 1						
Item		Strongly Agree 5	Agree 4	Not Sure 3	Disagree 2	Strongly Disagree 1
5	There is honesty and integrity in the organisational leadership.					
6	There is loyalty and trust in the organisational leadership.					
7	Organisational leadership is visionary and futuristic.					
8	There is leadership consistency in the organisation.					
9	Leadership is key in achieving the strategic objectives and good performance.					
10	Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications.					
11	Organisational leadership is inspirational and motivational to its followers (employees).					
12	Individuals occupying leadership positions in the organisation have good ethical and moral principles.					
13	Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.					
14	Organisational leadership is able to handle and manage all the complex challenges and situations					



RESEARCH OBJECTIVE 1						
Item		Strongly Agree 5	Agree 4	Not Sure 3	Disagree 2	Strongly Disagree 1
	experienced by the organisation.					
15	Leadership is capable to balance the service delivery mandates, social and economic development of the organisation.					
16	Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.					
17	Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.					

## SECTION C: STRATEGIC OBJECTIVES AND GOALS QUESTIONNAIRES

RESEARCH OBJECTIVE 2						
Item		Strongly Agree 5	Agree 4	Not Sure 3	Disagree 2	Strongly Disagree 1
1	Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.					
2	There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.					
3	The organisation has got clear strategic objectives.					

RESEARCH OBJECTIVE 2						
Item		Strongly Agree 5	Agree 4	Not Sure 3	Disagree 2	Strongly Disagree 1
4	The organisation's strategic objectives are communicated to employees of the organisation.					
5	Both the leadership and followers (employees) have a common understanding on the organisational strategic objectives.					
6	Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.					
7	Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.					
8	Effectiveness and efficiency of the organisation is achieved through clear strategic objectives.					
9	The strategic objectives of the organisation are realistic and measurable.					
10	The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).					
11	The strategic objectives are aligned to the vision and mission of the organisation.					
12	The strategic objectives of the organisation consist of the integrated responsibilities/functions of all					

RESEARCH OBJECTIVE 2						
Item		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
		5	4	3	2	1
	levels/divisions/departments of the organisation.					

## SECTION D: ORGANISATIONAL PERFORMANCE QUESTIONNAIRES

RESEARCH OBJECTIVE 3						
Item	Questionnaires	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
		5	4	3	2	1
1	Effective leadership in the organisation influences the performance of the followers (employees) positively.					
2	There is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.					
3	Performance management is adequate in the organisation.					
4	The success of the organisation is realised through good performance.					
5	Employees are committed in the execution of their duties in the organisation.					
6	Employees have positive attitude and morale and that contribute to the overall performance of the organisation.					
7	Effectiveness and efficiency of the organisation result to good performance.					

RESEARCH OBJECTIVE 3						
Item	Questionnaires	Strongly Agree 5	Agree 4	Not Sure 3	Disagree 2	Strongly Disagree 1
8	The organisation is aware of its strength and weaknesses and manages them appropriately.					
9	Employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.).					
10	Employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.					
11	The financial position/status of the organisation is stable and satisfactory.					
12	Employees are loyal and have got trust to the organisation's leadership.					
13	Employees in the organisation are working together as a team towards achieving a good performance.					
14	Customers and clients are satisfied with the service rendered by the organisation.					
15	The organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities.					
16	The execution of the organisation's activities complies with good governance principles.					

	<b>RESEARCH OBJECTIVE 3</b>					
Item	Questionnaires	Strongly Agree 5	Agree 4	Not Sure 3	Disagree 2	Strongly Disagree 1
17	Organisational systems and processes enhance performance of the organisation.					

## **ADDENDUM E**

### **CONFIDENTIALITY AGREEMENT**

As a member of this research team of the study of Mr MF Manganye, topic being, “A framework for organisational performance in local government focusing on effective leadership consistency: A case of Tshwane Municipality”, I understand that I may have access to confidential information about study sites and participants. By signing this statement, I am indicating my understanding of my responsibilities to maintain confidentiality and agree to the following:

- To ensure the information and data gathered specifically for the research is not shared with a third party without the consent of the researcher.
- To not contact the respondents to discuss responses without the consent of the researcher.
- I understand that names and any other identifying information about study sites and participants are completely confidential.
- I agree not to divulge, publish, or otherwise make known to unauthorised persons or to the public any information obtained in the course of this research project that could identify the persons who participated in the study.
- I understand that all information about study sites or participants obtained or accessed by me in the course of my work is confidential. I agree not to divulge or otherwise make known to unauthorised persons any of this information, unless specifically authorised to do so by approved protocol or by the researcher acting in response to applicable law or court order, or public health or clinical need.
- I understand that I am not to read information about study sites or participants, or any other confidential documents, nor ask questions of study participants for my own personal information but only to the extent and for the purpose of performing my assigned duties on this research project.
- I agree to notify the researcher immediately should I become aware of an actual breach of confidentiality or a situation which could potentially result in a breach, whether this is on my part or on the part of another person.

Signature of Statistician

Date

Printed name

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Signature of Researcher

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Date

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Printed name

## **ADDENDUM F**

### **DESCRIPTIVE STATISTICS – EFFECTIVE LEADERSHIP RESPONSES**

#### **1. There is effective leadership in the organisation**

The results shows that majority of participants (46.89 %) agree that there is effective leadership in the organisation compared to 31% that do not agree and 22% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that there is effective leadership in the organisation ( $p\text{-value} = 0.02$  less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree significantly differ to those that disagree.

#### **2. Leadership of the organisation has the ability to give a clear picture and direction of the organisation.**

The results shows that majority of participants (58.76 %) agree that Leadership of the organisation has the ability to give a clear picture and direction of the organisation compared to 22.60% that do not agree and 18.64% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Leadership of the organisation has the ability to give a clear picture and direction of the organisation ( $p\text{-value} < 0.001$  less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree significantly differ to those that disagree.

#### **3. Leadership in the organisation is aimed at achieving the required performance of the organisation.**

The results shows that majority of participants (72.88%) agree that Leadership in the organisation is aimed at achieving the required performance of the organisation compared to 9.60% that do not agree and 17.51% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and



disagree that Leadership in the organisation is aimed at achieving the required performance of the organisation (p-value <0.001 less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree significantly differ to those that disagree.

#### **4. There is leadership oversight in the organisation.**

The results shows that majority of participants (52.54%) agree that There is leadership oversight in the organisation compared to 26.55% that do not agree and 20.90% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that There is leadership oversight in the organisation (p-value <0.001 less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree significantly differ to those that disagree.

#### **5. There is honesty and integrity in the organisational leadership**

The results shows that majority of participants (35.03%) agree that There is honesty and integrity in the organisational leadership compared to 31.07% that do not agree and 33.90% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that There is honesty and integrity in the organisational leadership (p-value =0.35 greater than 0.05 and mean equals to reference point of 3). This confirms that majority of participant that agree did not differ significantly with those that disagree indicating that majority of participant were not sure with the statement.

#### **6. There is loyalty and trust in the organisational leadership**

The results shows that majority of participants (41.81%) do not agree that there is loyalty and trust in the organisational leadership compared to 23.16% that do agree and 35.03% that are not sure. The t-test results also confirmed that there is a

significant difference between participant that agree and disagree that There is loyalty and trust in the organisational leadership (p-value =0.01 greater than 0.05 and mean below reference point of 3). This confirms that majority of participant that disagree differed significantly with those that agree.

## **7. Organisational leadership is visionary and futuristic**

The results shows that majority of participants (56.50%) agree that Organisational leadership is visionary and futuristic compared to 15.82% that do not agree and 27.68% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Organisational leadership is visionary and futuristic (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree differed significantly with those that disagree.

## **8. There is leadership consistency in the organisation**

The results shows that majority of participants (54.80%) do not agree that There is leadership consistency in the organisation compared to 23.73% that do agree and 21.47% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that There is leadership consistency in the organisation (p-value =0.01 greater than 0.05 and mean above reference point of 3). This confirms that majority of participant that disagree differed significantly with those that agree.

## **9. Leadership is key in achieving the strategic objectives and good performance**

The results shows that majority of participants (82.49%) agree that Leadership is key in achieving the strategic objectives and good performance compared to 5.65% that do not agree and 11.86% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Leadership is key in achieving the strategic objectives and good performance (p-value <0.01 and

less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree differed significantly with those that disagree.

#### **10. Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications**

The results shows that majority of participants (48.86%) agree that Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications compared to 13.07% that do not agree and 38.07% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree differed significantly with those that disagree.

#### **11. Organisational leadership is inspirational and motivational to its followers (employees)**

The results shows that majority of participants (36.21%) agree that Organisational leadership is inspirational and motivational to its followers (employees) compared to 29.31% that do not agree and 34.48% that are not sure. The t-test results also confirmed that there is a no significant difference between participant that agree and disagree that Organisational leadership is inspirational and motivational to its followers (employees) (p-value <0.10 and greater than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree did not differ significantly with those that disagree.

## **12. Individuals occupying leadership positions in the organisation have good ethical and moral principles**

The results shows that majority of participants (29.94%) agree that Individuals occupying leadership positions in the organisation have good ethical and moral principles compared to 20.34% that do not agree and 49.72% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Individuals occupying leadership positions in the organisation have good ethical and moral principles ( $p\text{-value} = 0.02$  and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree differed significantly with those that disagree.

## **13. Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance**

The results shows that majority of participants (51.41%) agree that Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance compared to 21.47% that do not agree and 27.12% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance ( $p\text{-value} < 0.01$  and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agree differed significantly with those that disagreed.

## **14. Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation**

The results shows that majority of participants (48.02%) agree that Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation compared to 28.08% that do not agree and 33.90%

that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees differed significantly with those that disagreed.

**15. Leadership is capable to balance the service delivery mandates, social and economic development of the organisation**

The results shows that majority of participants (53.11%) agree that Leadership is capable to balance the service delivery mandates, social and economic development of the organisation compared to 16.38% that do not agree and 30.51% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Leadership is capable to balance the service delivery mandates, social and economic development of the organisation (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees differed significantly with those that disagreed.

**16. Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times**

The results shows that majority of participants (54.24%) agree that Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times compared to 16.95% that do not agree and 28.81 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees differed significantly with those that disagreed.

#### **17. Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives**

The results shows that majority of participants (59.89%) do not agree that Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives compared to 20.90% that do agree and 19.21% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives (p-value =0.01 greater than 0.05 and mean below the reference point of 3). This confirms that majority of participant that disagree differed significantly with those that agree.

## **ADDENDUM G**

### **DESCRIPTIVE STATISTICS – STRATEGIC OBJECTIVES AND GOALS RESPONSES**

#### **1. Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation.**

The results shows that majority of participants (61.93%) agree that Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation compared to 25.57% that do not agree and 12.50 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Effective leadership in the organisation influences the achievement of the strategic objectives of the organisation (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees differed significantly with those that disagreed.

#### **2. There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation.**

The results shows that majority of participants (53.41%) do not agree that There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation compared to 24.43% that do agree and 22.16% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that There is consistency of leadership in the organisation and that yield to positive contribution on the achievement of the strategic objectives of the organisation (p-value =0.01 greater than 0.05 and mean below the reference point of 3). This confirms that majority of participant that disagree differed significantly with those that agree.

### **3. The organisation has got clear strategic objectives.**

The results shows that majority of participants (84%) agree that the organisation has got clear strategic objectives compared to 8% that do not agree and 8 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that, The organisation has got clear strategic objectives (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees differed significantly with those that disagreed.

### **4. The organisation's strategic objectives are communicated to employees of the organisation.**

The results shows that majority of participants (61.58%) agree that The organisation's strategic objectives are communicated to employees of the organisation compared to 20.9% that do not agree and 17.51 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that The organisation's strategic objectives are communicated to employees of the organisation (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees differed significantly with those that disagreed.

### **5. Both the leadership and followers (employees) have a common understanding on the organisational strategic objectives.**

The results shows that majority of participants (40.11%) agree Both the leadership and followers (employees) have a common understanding on the organisational strategic objectives compared to 31.07 % that do not agree and 28.81 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that both the leadership and followers (employees) have a common understanding on the organisational strategic objectives (p-value



=0.16 and greater than 0.05 and mean slightly above reference point of 3). This confirms that majority of participant that agrees did not differed significantly with those that disagreed which indicate that participants were not sure about the statement.

**6. Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation.**

The results shows that majority of participants (44.63%) do not agree that Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation compared to 24.29 % that do agree and 31.07% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Followers (employees) are engaged or consulted in crafting the strategic objectives of the organisation. (p-value <0.01 greater than 0.05 and mean below the reference point of 3). This confirms that majority of participant that disagree differed significantly with those that agree.

**7. Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.**

The results shows that majority of participants (41.81%) agree Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation compared to 27.68 % that do not agree and 30.51 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Organisational leadership influences followers (employees) to contribute more efforts in achieving the strategic objectives of the organisation.(p-value =0.16 and greater than 0.05 and mean slightly above reference point of 3). This confirms that majority of participant that agrees did not differed significantly with those that disagreed which indicate that participants were not sure about the statement.

**8. Effectiveness and efficiency of the organisation is achieved through clear strategic objectives.**

The results shows that majority of participants (51.45%) agree Effectiveness and efficiency of the organisation is achieved through clear strategic objectives. compared to 18.50 % that do not agree and 30.06 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Effectiveness and efficiency of the organisation is achieved through clear strategic objectives. (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

**9. The strategic objectives of the organisation are realistic and measurable.**

The results shows that majority of participants (74.01%) agree the strategic objectives of the organisation are realistic and measurable compared to 10.17 % that do not agree and 15.81 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that the strategic objectives of the organisation are realistic and measurable (p-value <0.01 and less than 0.05 and mean slightly above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

**10. The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines).**

The results shows that majority of participants (79.10%) agree the strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines). compared to 7.34 % that do not agree and 13.56 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree The strategic objectives of the organisation are time-bound (expected to be achieved through a specific given timelines) (p-value <0.01 and less

than 0.05 and mean slightly above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

**11. The strategic objectives are aligned to the vision and mission of the organisation.**

The results shows that majority of participants (82.39%) agree the strategic objectives are aligned to the vision and mission of the organisation compared to 3.98 % that do not agree and 13.64 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree the strategic objectives are aligned to the vision and mission of the organisation (p-value <0.01 and less than 0.05 and mean slightly above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

**12. The strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation.**

The results shows that majority of participants (71.19%) agree the strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation compared to 11.86 % that do not agree and 16.95 % that are not sure.

The t-test results also confirmed that there is a significant difference between participant that agree and disagree the strategic objectives of the organisation consist of the integrated responsibilities/functions of all levels/divisions/departments of the organisation (p-value <0.01 and less than 0.05 and mean slightly above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

## **ADDENDUM H**

### **DESCRIPTIVE STATISTICS – ORGANISATIONAL PERFORMANCE RESPONSES**

#### **1. Effective leadership in the organisation influences the performance of the followers (employees) positively.**

The results shows that majority of participants (60%) agree that Effective leadership in the organisation influences the performance of the followers (employees) positively compared to 26.86 % that do not agree and 13.14 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that effective leadership in the organisation influences the performance of the followers (employees) positively (p-value <0.01 and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

#### **2. There is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation.**

The results shows that majority of participants (51.70%) do not agree that there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation compared to 28.41 % that agreed and 19.89 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that there is consistency of leadership in the organisation and that yield to positive contribution in realising good performance of the organisation (p-value <0.01 and less than 0.05 and mean below reference point of 3). This confirms that majority of participant that disagrees did differ significantly with those that agreed.

### **3. Performance management is adequate in the organisation.**

The results shows that majority of participants (59.66%) do not agree that performance management is adequate in the organisation compared to 25.57 % that agreed and 13.64 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that performance management is adequate in the organisation (p-value  $<0.01$  and less than 0.05 and mean slightly above reference point of 3). This confirms that majority of participant that disagrees did differ significantly with those that agreed.

### **4. The success of the organisation is realised through good performance.**

The results shows that majority of participants (59.32%) agree the success of the organisation is realised through good performance compared to 20.34 % that do not agree and 20.34 % that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree the success of the organisation is realised through good performance (p-value  $<0.01$  and less than 0.05 and mean above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

### **5. Employees are committed in the execution of their duties in the organisation.**

The results show that majority of participants (42.05%) agree that employees are committed in the execution of their duties in the organisation compared to 30.68% that do not agree and 27.27% that are not sure. The t-test results also confirmed that there is no significant difference between participant that agree and disagree that Employees are committed in the execution of their duties in the organisation (p-value  $=0.12$  and greater than 0.05 and the mean is slightly above reference point of 3). This confirms that majority of participant that agrees did not differ significantly with those that disagreed implying that participants were not sure about this statement.

**6. Employees have positive attitude and morale and that contribute to the overall performance of the organisation.**

The results show that a small number of participants (30.51%) agree that Employees have positive attitude and morale and that contribute to the overall performance of the organisation compared to 37.29% that do not agree and 32.20 % that are not sure. The t-test results also confirmed that there is no significant difference between participant that agree and disagree that employees have positive attitude and morale and that contribute to the overall performance of the organisation (p-value= 0.15 and greater than 0.05 and mean is below reference point of 3). This confirms that majority of participant that agrees did not differ significantly with those that disagreed which indicated that participants were also not sure about the statement.

**7. Effectiveness and efficiency of the organisation result to good performance.**

The results show that majority of participants (56.82%) agree that effectiveness and efficiency of the organisation result to good performance compared to 22.16% that do not agree and 21.02% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that effectiveness and efficiency of the organisation result to good performance (p-value <0.01 and less than 0.05 and the mean is above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

**8. The organisation is aware of its strength and weaknesses and manages them appropriately.**

The results show that majority of participants (40.91%) agree that the organisation is aware of its strength and weaknesses and manages them appropriately compared to 25.00% that do not agree and 34.09% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that the organisation is aware of its strength and weaknesses and manages them appropriately (p-value =0.01 and smaller than 0.05 and the mean is slightly

above reference point of 3). This confirms that majority of participant that agrees did differ significantly with those that disagreed.

**9. Employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.)**

The results show that a small number of participants (20.00%) agree that Employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.) compared to 61.71% that do not agree and 18.29% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that employees are satisfied about the organisation (working conditions, remuneration, benefits, relationship with supervisors, leadership, etc.) ( $p\text{-value} < 0.01$  and less than 0.05 and mean is below reference point of 3). This confirms that a small number of participants that disagree did differ significantly with those that agreed.

**10. Employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties.**

The results show that majority of participants (39.55%) agree that Employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties compared to 31.64% that do not agree and 28.81% that are not sure. The t-test results also confirmed that there is no significant difference between participant that agree and disagree that employees of the organisation have got willingness and effort to go an extra mile in the execution of their duties ( $p\text{-value} = 0.35$  and greater than 0.05 and the mean is slightly above reference point of 3). This confirms that majority of participant that agrees do not differ significantly with those that disagreed indicating that participants were not sure about the statement.

**11. The financial position/status of the organisation is stable and satisfactory.**

The results show that a small number of participants (22.73%) agree that the financial position/status of the organisation is stable and satisfactory compared to 44.89% that do not agree and 32.39% that are not sure. The t-test results also confirmed that there is no significant difference between participant that agree and disagree that the financial position/status of the organisation is stable and satisfactory ( $p\text{-value} < 0.01$  and less than 0.05 and mean is below reference point of 3). This confirms that majority of participant that disagreed did differ significantly with those that agreed.

**12. Employees are loyal and have got trust to the organisation's leadership.**

The results show that a small number of participants (18.75%) agree that Employees are loyal and have got trust to the organisation's leadership compared to 37.50% that do not agree and 43.75% that are not sure. The t-test results also confirmed that there is significant difference between participant that agree and disagree that the financial position/status of the organisation is stable and satisfactory ( $p\text{-value} < 0.01$  and less than 0.05 and mean is below reference point of 3). This confirms that majority of participant that disagrees did differ significantly with those that agreed.

**13. Employees in the organisation are working together as a team towards achieving a good performance.**

The results show that a small number of participants (29.38%) agree that employees in the organisation are working together as a team towards achieving a good performance compared to 40.68% that do not agree and 29.94% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that Employees in the organisation are working together as a team towards achieving a good performance ( $p\text{-value} = 0.02$  and less



than 0.05 and mean is below reference point of 3). This confirms that majority of participant that disagree did differ significantly with those that agreed.

**14. Customers and clients are satisfied with the service rendered by the organisation.**

The results show that a small number of participants (25.42%) agree that customers and clients are satisfied with the service rendered by the organisation compared to 34.46% that do not agree and 40.11% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that customers and clients are satisfied with the service rendered by the organisation ( $p\text{-value}=0.03$  and less than 0.05 and mean is below reference point of 3). This confirms that majority of participants that disagree did differ significantly with those that agreed.

**15. The organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities.**

A small number of participants (27.68%) agree that the organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities compared to 58.19% that do not agree and 14.12% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that The organisation has got commensurate resources (technology, capabilities, personnel, qualifications, experience, knowledge, skills, etc.) to fulfil its responsibilities ( $p\text{-value}=0.00$  and less than 0.05 and mean is slightly below reference point of 3). This confirms those participants that disagree did differ significantly with those that agreed.

**16. The execution of the organisation's activities complies with good governance principles.**

Majority of participants (46.89%) agree that the execution of the organisation's activities complies with good governance principles compared to 25.99% that do not agree and 27.12% that are not sure. The t-test results also confirmed that there is a significant difference between participant that agree and disagree that the execution of the organisation's activities complies with good governance principles ( $p\text{-value} < 0.01$  and less than 0.05 and the mean is slightly above reference point of 3). This confirms that majority of participant that agrees differs significantly with those that disagreed.

**17. Organisational systems and processes enhance performance of the organisation.**

The results show that majority of participants (43.18%) agree that organisational systems and processes enhance performance of the organisation compared to 35.80% that do not agree and 21.02% that are not sure. The t-test results also confirmed that there is no significant difference between participant that agree and disagree that organisational systems and processes enhance performance of the organisation ( $p\text{-value} = 0.27$  and greater than 0.05 and the mean is slightly above reference point of 3). This confirms that majority of participant that agrees did not differ significantly with those that disagreed which indicate that participants were not sure about the statement.

## ADDENDUM H

### CHI SQUARE TEST RESULTS ASESSING THE IMPACT ON THE CONSISTENCY ON EFFECTIVE LEADERSHIP

Table 1: There is effective leadership in the organisation.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B1</b>								
Strongly Disagree	0 0,00%	6 3,39%	6 3,39%	6 3,39%	0 0,00%	0 0,00%	0 0,00%	6 3,39%
Disagree	5 2,82%	44 24,86%	49 27,68%	43 24,29%	1 0,56%	2 1,13%	3 1,69%	49 27,68%
Not Sure	2 1,13%	37 20,90%	39 22,03%	37 20,90%	0 0,00%	1 0,56%	1 0,56%	39 22,03%
Agree	14 7,91%	60 33,90%	74 41,81%	61 34,46%	6 3,39%	3 1,69%	4 2,26%	74 41,81%
Strongly Agree	3 1,69%	6 3,39%	9 5,08%	6 3,39%	3 1,69%	0 0,00%	0 0,00%	9 5,08%
<b>Total</b>	<b>24</b> <b>13,56%</b>	<b>153</b> <b>86,44%</b>	<b>177</b>	<b>153</b> <b>86,44%</b>	<b>10</b> <b>5,65%</b>	<b>6</b> <b>3,39%</b>	<b>8</b> <b>4,52%</b>	<b>177</b>
Pearson Chi-square: 8,59312, df=4, p=,072123				Pearson Chi-square: 19,8421, df=12, p=,070152				

Results shows that there is no significant association between effective leadership in the organisation and the position level as well the fact that participants were either permanent, contract or acting in either of the positions. The results are due to the fact that the responses of the participants regarding effective leadership in the organisation did not differ significantly between top and senior management as well between permanent, contract and acting positions. The Chi square was less than expected and a p-value of 0.07 is greater than the standard p-value of 0.05 level of significance. Thus there is not enough evidence to conclude that effective leadership in the organisation is associated to the level of management position nor its status.

Table 2: Leadership of the organisation has the ability to give a clear picture and direction of the organisation.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
B2	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
Strongly Disagree	0 0,00%	7 3,95%	7 3,95%	7 3,95%	0 0,00%	0 0,00%	0 0,00%	7 3,95%
Disagree	0 0,00%	26 14,69%	26 14,69%	25 14,12%	0 0,00%	1 0,56%	0 0,00%	26 14,69%
Not Sure	2 1,13%	38 21,47%	40 22,60%	38 21,47%	0 0,00%	1 0,56%	1 0,56%	40 22,60%
Agree	17 9,60%	77 43,50%	94 53,11%	77 43,50%	6 3,39%	4 2,26%	7 3,95%	94 53,11%
Strongly Agree	5 2,82%	5 2,82%	10 5,65%	6 3,39%	4 2,26%	0 0,00%	0 0,00%	10 5,65%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 20,6491, df=4, p=,000372				Pearson Chi-square: 31,8817, df=12, p=,001445				

Results shows that there is a significant association between Leadership of the organisation has the ability to give a clear picture and direction of the organisation and the position level as well the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Leadership of the organisation has the ability to give a clear picture and direction of the organisation differed significantly between top and senior management as well position status between permanent, contract and acting positions. The Chi square value was greater than expected for both management level and status of the position as well as the respective p-values of 0.0003 and 0.001 respectively is less than the standard p-value of 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership related to leadership of the organisation has the ability to give a clear picture and direction of the organisation is associated to the level of management position nor its status.

Table 3: Leadership in the organisation is aimed at achieving the required performance of the organisation.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B3</b>								
Strongly Disagree	0 0,00%	3 1,69%	3 1,69%	3 1,69%	0 0,00%	0 0,00%	0 0,00%	3 1,69%
Disagree	0 0,00%	14 7,91%	14 7,91%	13 7,34%	0 0,00%	1 0,56%	0 0,00%	14 7,91%
Not Sure	3 1,69%	28 15,82%	31 17,51%	28 15,82%	0 0,00%	1 0,56%	2 1,13%	31 17,51%
Agree	15 8,47%	86 48,59%	101 57,06%	89 50,28%	6 3,39%	2 1,13%	4 2,26%	101 57,06%
Strongly Agree	6 3,39%	22 12,43%	28 15,82%	20 11,30%	4 2,26%	2 1,13%	2 1,13%	28 15,82%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 4,68845, df=4, p=,320790				Pearson Chi-square: 11,3325, df=12, p=,500665				

Results shows that there is no significant association between Leadership in the organisation is aimed at achieving the required performance of the organisation and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding leadership in the organisation is aimed at achieving the required performance of the organisation did not differ significantly between top and senior management as well between permanent, contract and acting positions. The Chi square values for both level of management and status of position was less than expected and the respective p-values of 0.32 and 0.50 respectively is greater than the standard p-value of 0.05 level of significance. Thus there is not enough evidence to conclude that effective leadership in the organisation is associated to the level of management position nor its status based on leadership in the organisation is aimed at achieving the required performance of the organisation.

Table 4: There is leadership oversight in the organisation.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B4</b>								
Strongly Disagree	0 0,00%	2 1,13%	2 1,13%	2 1,13%	0 0,00%	0 0,00%	0 0,00%	2 1,13%
Disagree	4 2,26%	41 23,16%	45 25,42%	40 22,60%	1 0,56%	2 1,13%	2 1,13%	45 25,42%
Not Sure	3 1,69%	34 19,21%	37 20,90%	32 18,08%	0 0,00%	3 1,69%	2 1,13%	37 20,90%
Agree	12 6,78%	63 35,59%	75 42,37%	65 36,72%	5 2,82%	1 0,56%	4 2,26%	75 42,37%
Strongly Agree	5 2,82%	13 7,34%	18 10,17%	14 7,91%	4 2,26%	0 0,00%	0 0,00%	18 10,17%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 5,57515, df=4, p=,233211				Pearson Chi-square: 17,5269, df=12, p=,130850				

Results shows that there is no significant association between there is leadership oversight in the organisation and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding There is leadership oversight in the organisation did not differ significantly between top and senior management as well between permanent, contract and acting positions. The Chi square values for both level of management and status of position was less than expected and the respective p-values of 0.23 and 0.13 respectively is greater than the standard p-value of 0.05 level of significance. Thus there is not enough evidence to conclude that effective leadership in the organisation is associated to the level of management position nor its status based on leadership oversight in the organisation.

Table 5: There is honesty and integrity in the organisational leadership.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B5</b>								
Strongly Disagree	0 0,00%	6 3,39%	<b>6</b> <b>3,39%</b>	6 3,39%	0 0,00%	0 0,00%	0 0,00%	6 3,39%
Disagree	3 1,69%	46 25,99%	<b>49</b> <b>27,68%</b>	46 25,99%	1 0,56%	1 0,56%	1 0,56%	49 27,68%
Not Sure	6 3,39%	54 30,51%	<b>60</b> <b>33,90%</b>	51 28,81%	1 0,56%	4 2,26%	4 2,26%	60 33,90%
Agree	11 6,21%	40 22,60%	<b>51</b> <b>28,81%</b>	44 24,86%	4 2,26%	1 0,56%	2 1,13%	51 28,81%
Strongly Agree	4 2,26%	7 3,95%	<b>11</b> <b>6,21%</b>	6 3,39%	4 2,26%	0 0,00%	1 0,56%	11 6,21%
Total	24 13,56%	153 86,44%	<b>177</b>	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 11,5737, df=4, p=,020824				Pearson Chi-square: 28,8502, df=12, p=,004151				

Results shows that there is a significant association between There is honesty and integrity in the organisational leadership and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding There is honesty and integrity in the organisational leadership differed significantly between top and senior management as well position status between permanent, contract and acting positions. The Chi square values for both level of management and position status were greater than expected for both management level and status of the position as well as the respective p-values of 0.020 and 0.0041 respectively is less than the standard p-value of 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership related to honesty and integrity in the organisational leadership is associated to the level of management position nor its status.

Table 6: There is loyalty and trust in the organisational leadership.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B6</b>								
Strongly Disagree	0 0,00%	7 3,95%	7 <b>3,95%</b>	7 3,95%	0 0,00%	0 0,00%	0 0,00%	7 3,95%
Disagree	6 3,39%	61 34,46%	67 <b>37,85%</b>	60 33,90%	2 1,13%	3 1,69%	2 1,13%	67 37,85%
Not Sure	8 4,52%	54 30,51%	62 <b>35,03%</b>	53 29,94%	2 1,13%	3 1,69%	4 2,26%	62 35,03%
Agree	4 2,26%	28 15,82%	32 <b>18,08%</b>	30 16,95%	1 0,56%	0 0,00%	1 0,56%	32 18,08%
Strongly Agree	6 3,39%	3 1,69%	9 <b>5,08%</b>	3 1,69%	5 2,82%	0 0,00%	1 0,56%	9 5,08%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 24,0200, df=4, p=,000079				Pearson Chi-square: 49,7085, df=12, p=,000002				

Results shows that there is a significant association between loyalty and trust in the organisational leadership and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding There is loyalty and trust in the organisational leadership differed significantly between top and senior management as well position status between permanent, contract and acting positions. The Chi square values for both level of management and position status were greater than expected for both management level and status of the position as well as the respective p-values of 0.000007 and 0.000002 respectively is less than the standard p-value of 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership related loyalty and trust in the organisational leadership is associated to the level of management position nor its status.



Table 7: Organisational leadership is visionary and futuristic.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B7</b>								
Strongly Disagree	0 0,00%	1 0,56%	1 <b>0,56%</b>	1 0,56%	0 0,00%	0 0,00%	0 0,00%	1 0,56%
Disagree	1 0,56%	26 14,69%	27 <b>15,25%</b>	27 15,25%	0 0,00%	0 0,00%	0 0,00%	27 15,25%
Not Sure	6 3,39%	43 24,29%	49 <b>27,68%</b>	43 24,29%	1 0,56%	3 1,69%	2 1,13%	49 27,68%
Agree	7 3,95%	67 37,85%	74 <b>41,81%</b>	64 36,16%	3 1,69%	3 1,69%	4 2,26%	74 41,81%
Strongly Agree	10 5,65%	16 9,04%	26 <b>14,69%</b>	18 10,17%	6 3,39%	0 0,00%	2 1,13%	26 14,69%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 17,2839, df=4, p=,001703				Pearson Chi-square: 23,5178, df=12, p=,023650				

Results shows that there is a significant association between Organisational leadership is visionary and futuristic and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Organisational leadership is visionary and futuristic differed significantly between top and senior management as well position status between permanent, contract and acting positions. The Chi square values for both level of management and position status were greater than expected for both management level and status of the position as well as the respective p-values of 0.0017 and 0.023 respectively is less than the standard p-value of 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership related to Organisational leadership is visionary and futuristic is associated to the level of management position nor its status.

Table 8: There is leadership consistency in the organisation.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B8</b>								
Strongly Disagree	1 0,56%	15 8,47%	<b>16</b> <b>9,04%</b>	15 8,47%	1 0,56%	0 0,00%	0 0,00%	16 9,04%
Disagree	11 6,21%	70 39,55%	<b>81</b> <b>45,76%</b>	71 40,11%	3 1,69%	2 1,13%	5 2,82%	81 45,76%
Not Sure	3 1,69%	35 19,77%	<b>38</b> <b>21,47%</b>	34 19,21%	1 0,56%	2 1,13%	1 0,56%	38 21,47%
Agree	6 3,39%	29 16,38%	<b>35</b> <b>19,77%</b>	27 15,25%	4 2,26%	2 1,13%	2 1,13%	35 19,77%
Strongly Agree	3 1,69%	4 2,26%	<b>7</b> <b>3,95%</b>	6 3,39%	1 0,56%	0 0,00%	0 0,00%	7 3,95%
Total	24 13,56%	153 86,44%	<b>177</b>	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 7,27954, df=4, p=,121842				Pearson Chi-square: 8,53530, df=12, p=,742021				

Results shows that there is no significant association between leadership consistency in the organisation and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding There is leadership consistency in the organisation did not differ significantly between top and senior management as well between permanent, contract and acting positions. The Chi square values for both level of management and status of position was less than expected and the respective p-values of 0.12 and 0.74 respectively is greater than the standard p-value of 0.05 level of significance. Thus there is not enough evidence to conclude that effective leadership in the organisation is associated to the level of management position nor its status based on leadership consistency in the organisation.

Table 9: Leadership is key in achieving the strategic objectives and good performance.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
B9	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
Strongly Disagree	0 0,00%	2 1,13%	2 1,13%	2 1,13%	0 0,00%	0 0,00%	0 0,00%	2 1,13%
Disagree	1 0,56%	7 3,95%	8 4,52%	7 3,95%	0 0,00%	0 0,00%	1 0,56%	8 4,52%
Not Sure	2 1,13%	19 10,73%	21 11,86%	19 10,73%	1 0,56%	1 0,56%	0 0,00%	21 11,86%
Agree	10 5,65%	62 35,03%	72 40,68%	60 33,90%	3 1,69%	4 2,26%	5 2,82%	72 40,68%
Strongly Agree	11 6,21%	63 35,59%	74 41,81%	65 36,72%	6 3,39%	1 0,56%	2 1,13%	74 41,81%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: ,727452, df=4, p=,947900				Pearson Chi-square: 7,84927, df=12, p=,796789				

Results shows that there is no significant association between Leadership is key in achieving the strategic objectives and good performance and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Leadership is key in achieving the strategic objectives and good performance did not differ significantly between top and senior management as well between permanent, contract and acting positions. The Chi square values for both level of management and status of position was less than expected and the respective p-values of 0.94 and 0.796 respectively is greater than the standard p-value of 0.05 level of significance. Thus there is not enough evidence to conclude that effective leadership in the organisation is associated to the level of management position nor its status based on leadership is key in achieving the strategic objectives and good performance.

Table 10: Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B10</b>								
Strongly Disagree	0 0,00%	4 2,27%	4 2,27%	4 2,27%	0 0,00%	0 0,00%	0 0,00%	4 2,27%
Disagree	0 0,00%	19 10,80%	19 10,80%	19 10,80%	0 0,00%	0 0,00%	0 0,00%	19 10,80%
Not Sure	6 3,41%	61 34,66%	67 38,07%	59 33,52%	0 0,00%	4 2,27%	4 2,27%	67 38,07%
Agree	13 7,39%	57 32,39%	70 39,77%	57 32,39%	7 3,98%	2 1,14%	4 2,27%	70 39,77%
Strongly Agree	5 2,84%	11 6,25%	16 9,09%	13 7,39%	3 1,70%	0 0,00%	0 0,00%	16 9,09%
Total	24 13,64%	152 86,36%	176	152 86,36%	10 5,68%	6 3,41%	8 4,55%	176
Pearson Chi-square: 10,5408, df=4, p=,032246				Pearson Chi-square: 17,9468, df=12, p=,117336				

Results shows that there is a significant association between Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications and the position level of management but insignificant to position status on the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications did differ significantly between top and senior management but not with regards to whether participants were permanent employees, contract and acting positions. The Chi square value for level of management was greater than expected and p-value of 0.03 was less than the standard p-value of 0.05 while the Chi Square value for position status was less than expected and p-value of 0.117 was greater than 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership in the organisation is associated to the level of management position in as far as Individuals occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications but on the contrary not enough evidence to conclude that position status (permanent, contract or acting ) has any association to Individuals

occupying leadership positions in the organisation have got capabilities (experience, skills, knowledge, etc.) and the necessary qualifications.

Table 11: Organisational leadership is inspirational and motivational to its followers (employees).

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B11</b>								
Strongly Disagree	0 0,00%	4 2,30%	4 2,30%	4 2,30%	0 0,00%	0 0,00%	0 0,00%	4 2,30%
Disagree	3 1,72%	44 25,29%	47 27,01%	42 24,14%	1 0,57%	2 1,15%	2 1,15%	47 27,01%
Not Sure	5 2,87%	55 31,61%	60 34,48%	55 31,61%	1 0,57%	2 1,15%	2 1,15%	60 34,48%
Agree	12 6,90%	38 21,84%	50 28,74%	40 22,99%	4 2,30%	2 1,15%	4 2,30%	50 28,74%
Strongly Agree	4 2,30%	9 5,17%	13 7,47%	9 5,17%	4 2,30%	0 0,00%	0 0,00%	13 7,47%
Total	24 13,79%	150 86,21%	174	150 86,21%	10 5,75%	6 3,45%	8 4,60%	174
Pearson Chi-square: 11,8462, df=4, p=,018537				Pearson Chi-square: 21,6341, df=12, p=,041846				

Results shows that there is a significant association between Organisational leadership is inspirational and motivational to its followers (employees) and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Organisational leadership is inspirational and motivational to its followers (employees) differed significantly between top and senior management as well position status between permanent, contract and acting positions. The Chi square values for both level of management and position status were greater than expected for both management level and status of the position as well as the respective p-values of 0.018 and 0.0418 respectively is less than the standard p-value of 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership related to Organisational leadership is inspirational and motivational to its followers (employees) is associated to the level of management position nor its status.

Table 12: Individuals occupying leadership positions in the organisation have good ethical and moral principles.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
						Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B12</b>	<b>Top</b>	<b>Senior</b>	<b>Total</b>	<b>Permanent</b>	<b>Contract</b>			
Strongly Disagree	0 0,00%	2 1,13%	<b>2</b> <b>1,13%</b>	2 1,13%	0 0,00%	0 0,00%	0 0,00%	2 1,13%
Disagree	0 0,00%	34 19,21%	<b>34</b> <b>19,21%</b>	33 18,64%	0 0,00%	1 0,56%	0 0,00%	34 19,21%
Not Sure	8 4,52%	80 45,20%	<b>88</b> <b>49,72%</b>	78 44,07%	2 1,13%	3 1,69%	5 2,82%	88 49,72%
Agree	11 6,21%	33 18,64%	<b>44</b> <b>24,86%</b>	36 20,34%	3 1,69%	2 1,13%	3 1,69%	44 24,86%
Strongly Agree	5 2,82%	4 2,26%	<b>9</b> <b>5,08%</b>	4 2,26%	5 2,82%	0 0,00%	0 0,00%	9 5,08%
Total	24 13,56%	153 86,44%	<b>177</b>	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 25,6025, df=4, p=,000038				Pearson Chi-square: 49,4494, df=12, p=,000002				

Results shows that there is a significant association between Individuals occupying leadership positions in the organisation have good ethical and moral principles and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Individuals occupying leadership positions in the organisation have good ethical and moral principles differed significantly between top and senior management as well position status between permanent, contract and acting positions. The Chi square values for both level of management and position status were greater than expected for both management level and status of the position as well as the respective p-values of 0.00038 and 0.000002 respectively is less than the standard p-value of 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership related to Individuals occupying leadership positions in the organisation have good ethical and moral principles is associated to the level of management position and position status.

Table 13: Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
<b>B13</b>	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
Strongly Disagree	0 0,00%	3 1,69%	3 1,69%	3 1,69%	0 0,00%	0 0,00%	0 0,00%	3 1,69%
Disagree	1 0,56%	34 19,21%	35 19,77%	32 18,08%	0 0,00%	1 0,56%	2 1,13%	35 19,77%
Not Sure	5 2,82%	43 24,29%	48 27,12%	42 23,73%	1 0,56%	3 1,69%	2 1,13%	48 27,12%
Agree	11 6,21%	50 28,25%	61 34,46%	51 28,81%	5 2,82%	2 1,13%	3 1,69%	61 34,46%
Strongly Agree	7 3,95%	23 12,99%	30 16,95%	25 14,12%	4 2,26%	0 0,00%	1 0,56%	30 16,95%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 7,78197, df=4, p=,099908				Pearson Chi-square: 10,0065, df=12, p=,615389				

Results shows that there is no significant association between Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance did not differ significantly between top and senior management as well between permanent, contract and acting positions. The Chi square values for both level of management and status of position was less than expected and the respective p-values of 0.099 and 0.615 respectively is greater than the standard p-value of 0.05 level of significance. Thus there is not enough evidence to conclude that effective leadership in the organisation is associated to the level of management position nor its status based on Effectiveness of leadership and leadership qualities in the organisation enable followers (employees) to be committed, satisfied and achieve targets and good (satisfactory) performance.

Table 14: Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
<b>B14</b>	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
Strongly Disagree	0 0,00%	3 1,69%	3 <b>1,69%</b>	3 1,69%	0 0,00%	0 0,00%	0 0,00%	3 1,69%
Disagree	0 0,00%	29 16,38%	29 <b>16,38%</b>	27 15,25%	0 0,00%	1 0,56%	1 0,56%	29 16,38%
Not Sure	5 2,82%	55 31,07%	60 <b>33,90%</b>	54 30,51%	2 1,13%	2 1,13%	2 1,13%	60 33,90%
Agree	13 7,34%	54 30,51%	67 <b>37,85%</b>	56 31,64%	4 2,26%	3 1,69%	4 2,26%	67 37,85%
Strongly Agree	6 3,39%	12 6,78%	18 <b>10,17%</b>	13 7,34%	4 2,26%	0 0,00%	1 0,56%	18 10,17%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 14,3746, df=4, p=,006193				Pearson Chi-square: 13,6225, df=12, p=,325480				

Results shows that there is a significant association between Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation and the position level of management but insignificant to position status on the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation did differ significantly between top and senior management but not with regards to whether participants were permanent employees, contract and acting positions. The Chi square value for level of management was greater than expected and p-value of 0.006 was less than the standard p-value of 0.05 while the Chi Square value for position status was less than expected and p-value of 0.325 was greater than 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership in the organisation is associated to the level of management position in as far as Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation but on the contrary not enough evidence to conclude that position status (permanent, contract or acting ) has any association to Organisational leadership is able to handle and manage all the complex challenges and situations experienced by the organisation.



Table 15: Leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
<b>B15</b>								
Strongly Disagree	0 0,00%	1 0,56%	1 0,56%	1 0,56%	0 0,00%	0 0,00%	0 0,00%	1 0,56%
Disagree	2 1,13%	26 14,69%	28 15,82%	26 14,69%	0 0,00%	0 0,00%	2 1,13%	28 15,82%
Not Sure	3 1,69%	51 28,81%	54 30,51%	49 27,68%	1 0,56%	2 1,13%	2 1,13%	54 30,51%
Agree	13 7,34%	65 36,72%	78 44,07%	66 37,29%	5 2,82%	4 2,26%	3 1,69%	78 44,07%
Strongly Agree	6 3,39%	10 5,65%	16 9,04%	11 6,21%	4 2,26%	0 0,00%	1 0,56%	16 9,04%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 12,5585, df=4, p=,013651				Pearson Chi-square: 17,5521, df=12, p=,130004				

Results shows that there is a significant association between Leadership is capable to balance the service delivery mandates, social and economic development of the organisation and the position level of management but insignificant to position status on the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Leadership is capable to balance the service delivery mandates, social and economic development of the organisation did differ significantly between top and senior management but not with regards to whether participants were permanent employees, contract and acting positions. The Chi square value for level of management was greater than expected and p-value of 0.013 was less than the standard p-value of 0.05 while the Chi Square value for position status was less than expected and p-value of 0.13 was greater than 0.05 level of significance. Thus there is enough evidence to conclude that effective leadership in the organisation is associated to the level of management position in as far as Leadership is capable to balance the service delivery mandates, social and economic development of the organisation but on the contrary not enough evidence to conclude that position status (permanent, contract or acting ) has any association leadership is capable to balance the service delivery mandates, social and economic development of the organisation.

Table 16: Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
<b>B16</b>	Top	Senior	Total	Permanent	Contract	Permanent and acting (temporarily)	Contract and acting (temporarily)	Total
Strongly Disagree	0 0,00%	5 2,82%	5 <b>2,82%</b>	4 2,26%	0 0,00%	1 0,56%	0 0,00%	5 2,82%
Disagree	2 1,13%	23 12,99%	25 <b>14,12%</b>	23 12,99%	1 0,56%	0 0,00%	1 0,56%	25 14,12%
Not Sure	4 2,26%	47 26,55%	51 <b>28,81%</b>	47 26,55%	1 0,56%	2 1,13%	1 0,56%	51 28,81%
Agree	13 7,34%	66 37,29%	79 <b>44,63%</b>	66 37,29%	4 2,26%	3 1,69%	6 3,39%	79 44,63%
Strongly Agree	5 2,82%	12 6,78%	17 <b>9,60%</b>	13 7,34%	4 2,26%	0 0,00%	0 0,00%	17 9,60%
Total	24 13,56%	153 86,44%	177	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 7,07562, df=4, p=,131955				Pearson Chi-square: 20,8526, df=12, p=,052598				

Results shows that there is no significant association between Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times did not differ significantly between top and senior management as well between permanent, contract and acting positions. The Chi square values for both level of management and status of position was less than expected and the respective p-values of 0.13 and 0.052 respectively is greater than the standard p-value of 0.05 level of significance. Thus there is not enough evidence to conclude that effective leadership in the organisation is associated to the level of management position nor its status based on Organisational leadership encourages its followers (employees) to solve problems rather than being provided with solutions all the times. Results are inconclusive with p-values of 0.13 and 0.052 respectively.

Table 17: Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.

	Q6. Current position (level of management)			Q8. Status of the position you are occupying				
<b>B17</b>	<b>Top</b>	<b>Senior</b>	<b>Total</b>	<b>Permanent</b>	<b>Contract</b>	<b>Permanent and acting (temporarily)</b>	<b>Contract and acting (temporarily)</b>	<b>Total</b>
Strongly Disagree	4 2,26%	30 16,95%	<b>34</b> <b>19,21%</b>	29 16,38%	2 1,13%	2 1,13%	1 0,56%	34 19,21%
Disagree	11 6,21%	61 34,46%	<b>72</b> <b>40,68%</b>	61 34,46%	3 1,69%	2 1,13%	6 3,39%	72 40,68%
Not Sure	3 1,69%	31 17,51%	<b>34</b> <b>19,21%</b>	31 17,51%	2 1,13%	1 0,56%	0 0,00%	34 19,21%
Agree	4 2,26%	27 15,25%	<b>31</b> <b>17,51%</b>	27 15,25%	2 1,13%	1 0,56%	1 0,56%	31 17,51%
Strongly Agree	2 1,13%	4 2,26%	<b>6</b> <b>3,39%</b>	5 2,82%	1 0,56%	0 0,00%	0 0,00%	6 3,39%
Total	24 13,56%	153 86,44%	<b>177</b>	153 86,44%	10 5,65%	6 3,39%	8 4,52%	177
Pearson Chi-square: 2,93844, df=4, p=,568182				Pearson Chi-square: 7,09299, df=12, p=,851401				

Results shows that there is no significant association between Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives and the position level as well as the fact that participants were either permanent, contract or action in either of the position. The results are due to the fact that the responses of the participants regarding Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives did not differ significantly between top and senior management as well between permanent, contract and acting positions. The Chi square values for both level of management and status of position was less than expected and the respective p-values of 0.56 and 0.851 respectively is greater than the standard p-value of 0.05 level of significance. Thus there is not enough evidence to conclude that effective leadership in the organisation is associated to the level of management position nor its status based on Organisational leadership rewards its followers (employees) on the achievement of the agreed goals and objectives.